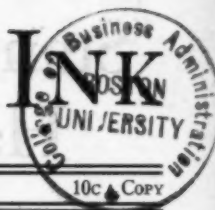


PRINTERS' INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City



VOL. CLIV, No. 2 NEW YORK, JANUARY 8, 1931

For **B**uilders of bigger and better business in 1931

N. W. Ayer & Son's DIRECTORY OF NEWSPAPERS AND PERIODICALS, 1931 edition, is now ready for delivery.

FOR MANY YEARS this Directory has been recognized as the key to the publishing business, the trusted guide to the intelligent compilation of publication lists.

It makes its sixty-third annual bow in a modern binding, and contains the most complete and extensive information it has ever been our pleasure to present.

We delayed sending forms to press as much as six weeks beyond the customary closing date so as to include the latest official population figures as far as they have been issued by the Census Bureau at Washington.

From Chambers of Commerce in the larger cities and from authentic sources in the smaller centers we have gathered much new and valuable information.

Every fact presented in this edition has been carefully verified. The 100 maps—world, state, airway and airport, economic, population, standard time map of the United States; revised and corrected, constitute a most comprehensive and valuable atlas.

Regular Edition, \$15, post-paid; Thin Paper Edition, \$20, post-paid. For further particulars, address the publishers—

N. W. Ayer & Son, Inc.

Advertising Headquarters

• WASHINGTON SQUARE, PHILADELPHIA •

New York Boston Chicago San Francisco Detroit London

"Standard" Advertising Has Double Value

- ✓ ✓ Standard farm paper schedules carry your advertising to farm families who trade in the centers where your retail outlets are located. That's why in "Standard" states your merchandising effort is simplified.
- ✓ ✓ Dealers know and respect "Standard" editorial policies—their influence and progressiveness. And from their own observations they can tell you how "Standard" support helps them to sell your goods.
- ✓ ✓ Not only does "Standard" advertising smooth the way to increased consumer sales but it also creates confidence in the dealer that the products backed by "Standard" schedules will not stay on his shelves to plague him and your salesmen.
- ✓ ✓ "Standard" farm publications are important to you in selling the farm field.

THE STANDARD FARM PAPER UNIT

NEW YORK — Wallace C. Richardson, Inc., Eastern Managers
250 Park Avenue

CHICAGO — Standard Farm Papers, Inc., Daily News Building
SAN FRANCISCO — 917 Hearst Building

Eight papers reaching 2,350,000 farm homes



AGROPOLIS—PROSPEROUS AGRICULTURAL AMERICA

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PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

Vol. CLIV

NEW YORK, JANUARY 8, 1931

No. 2

How Some Successful Sales Contests Were Run

Formulating a Sales Contest Program Calls for a Consideration of Five Fundamental Divisions of the Problem

By E. B. Weiss

THE salesmen's contest is going to be widely used this year—perhaps more widely than ever before. The reason is easily found:

This is to be a year of reconstruction. There are few things more essential in any program of reconstruction than verve, enthusiasm, *esprit de corps*. And, so far as a typical sales force is concerned, there's nothing more likely to create and fan this vital spark than a well-planned, carefully executed sales contest.

The sales executive who sits down to work out a sales contest usually finds that the problem has at least five distinct and fundamental phases. These are:

1. *What shall be the object of the contest?* Building up a seasonal sales valley? Getting salesmen to push the more profitable items in the line? The development of new accounts?

2. *What shall be the theme?* A football or baseball game? A horse or automobile race? Mountain climbing or a round-the-world trip? Or are these silly schemes and, as such, resented by most salesmen?

3. *How long should the contest run?* A month, three months, a year?

4. *What shall the prizes be?* Cash or merchandise? If cash, how much? If merchandise, what kind?

5. *What about the contest details?* How shall matters be arranged so that all salesmen will

have an equal chance of winning? Shall salesmen be pitted one against the other, group against group, branch against branch?

Sales executives know full well that those questions cannot be answered by rule of thumb. They know that every sales organization has its peculiarities and that these peculiarities shape policies.

At the same time, it is undeniably helpful, when blocking out a sales contest, to know how these very questions have been answered by prominent sales organizations. That is all this article proposes to do. It does nothing more than to set down, subdivided in accordance with these five fundamental divisions, the sales contest plans of a group of well-known companies. The application of these plans to the problems of each individual sales organization is the task of the sales executive—nobody can do it for him.

* * *

The first company whose sales contest plan we shall analyze is The Timken-Detroit Co. It is particularly fitting that this company should be included in a summary of this sort in view of its remarkable 1930 sales record—sales for the first eleven months were 54 per cent ahead of the same period for 1929. The information we present was furnished by E. V. Walsh, sales manager.

1. *Object:*

Timken-Detroit runs contests throughout the year. These are

run for various purposes and take diverse forms. The contest with which we are concerned had its genesis in a rather unusual thought: Sales had been jumping ahead of the 1929 record at an astonishing pace. The busiest season of the year was approaching. Why not, reasoned the management, give the salesmen a chance to earn additional money and profit at the height of the season and with all the advantage of booming sales to help them along?

That, then, was the object: to give the salesmen an opportunity to add to their earnings at a time when seasonal conditions and the momentum which their energy had applied to sales combined to make conditions ideal from the salesman's viewpoint.

2. Theme.

Mr. Walsh does not favor such ideas as baseball games, airplane races, etc. "I feel," he says, "that a full-grown man, who is out working hard every day, rather ridicules the information, on his return home at night, that Bill Smith has just scored another home run and is leading the league with a fat average."

If the Timken-Detroit contests may be said to have any theme, it is the general idea of breaking quotas. All its sales contests are based on a minimum percentage of quota for a definitely established period.

3. Duration.

The duration of the company's contests depends upon the season of the year as well as the importance of the job to be accomplished. In April, May and June, a three months' contest was conducted. The contest with which we are concerned ran for one month—September, the biggest month of the entire oil burner year.

4. Prizes.

In this September contest, the prize was a Pot of Gold. The contents of the Pot of Gold totaled 1 per cent of the winning branch's total sales for the month of September.

The branches were teamed in pairs, the teaming arrangement being made in accordance with the standing of the branches for the

first eight months of the year. For example, the first and second branches in the first eight months' standings were teamed together, the third and fourth together, and so on down the line.

These branches were pitted against each other. The winning branch had to achieve a minimum of 100 per cent of quota to qualify. The prize of 1 per cent of the winning branch's sales for the month was divided as follows: 10 per cent to the branch manager personally; the remaining 90 per cent to all the salesmen who contributed sales in the proportion that they contributed.

"This contest," says Mr. Walsh, "did more than anything else that we have done to promote an *esprit de corps* among salesmen, and unquestionably brought us a greatly increased volume."

* * *

We now turn to the organization that has always been a leading exponent of the sales contest idea—The National Cash Register Company. This company, like Timken-Detroit, frequently uses more than one contest during the course of a year. The details of the last contest shape up this way:

1. Object.

To make October the biggest month of the year.

2. Theme.

Because of the month, and because N. C. R. (Timken-Detroit to the contrary notwithstanding) believes in the "game" idea, the theme of the contest was based on a football game.

3. Duration.

The contest ran for the entire month of October. This is not to be taken to indicate, however, that all N. C. R. contests are of this duration. The company also employs contests that run for two-month periods, and some that run for three months.

4. Prizes.

The company has always been a great believer in merchandise prizes. An interesting point in this connection is that the prizes it offers are of interest not only to the salesmen, but to the salesmen's wives. Prizes for the salesmen's children are also included. In fact,

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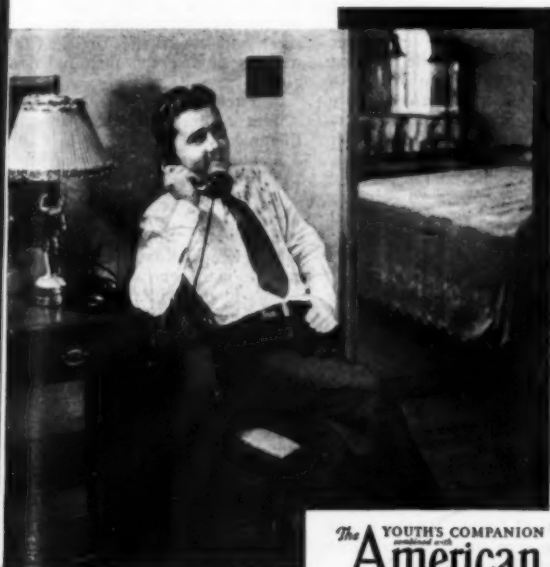
THREE'S A CROWD

CHARLEY STANLEY'S nightly chat with the girl-friend is no longer a free show for Mother and Dad. No more will he take a riding about the tremor in his voice, and the long, silent spells in the conversation. Two phones now jingle in the Stanley home where one rang before—and a fellow can have a little privacy. It wasn't hard to swing—for Charley. Mother was quick to appreciate the number of steps to be saved by having another phone upstairs. And when Dad questioned extra cost,

the boy was right there with the modest figures.

There's not much use bucking this wide-awake youngster when he decides that this home lacks something it should have. A few hints dropped here; some timely suggestions there; plenty of unrelenting pressure; a strong, factual sales talk—and some product or service has made a sale.

Over 700,000 fellows like him read *THE AMERICAN BOY* every month. 85% of them are of high-school age or older. The kind of fellows who swing a big stick in the family buying council. If it's worth while to have their vote on your side, advertise to them directly, persistently, in the one magazine they call their own. March forms close January 10th.



The YOUTH'S COMPANION Founded 1827
American Boy
 ★ Detroit Michigan

in selecting its prizes, the home interest predominates.

In this football contest, however, the prizes were in cash. In addition, there was offered the opportunity of being listed as members of an All-American and an All-Sectional team in the N. C. R. football contest. To each man on each team a suitable pennant was awarded. "These pennants," the men were told, "will stand as one of the outstanding honors of the year." N. C. R. has found that men fight for things like that!

Points scored during the contest could also be applied toward membership in the Financial Club, which is, in effect, another contest. Membership in this club brings its own financial reward.

5. Details:

Each N. C. R. man has a quota which is arrived at on the basis of a most conservative estimate of territorial possibilities. Therefore, when it is mentioned that salesmen of winning teams qualified for prizes by selling 150 per cent and 125 per cent of quota, the task set was not so difficult as the figures might indicate. Incidentally, these figures were set 25 per cent lower than those which prevailed during a similar contest held in May. In other words, a salesman could win as much for 125 per cent of quota in October as he could for 150 per cent in May.

Those who achieved 150 per cent of quota, as members of winning teams, received \$45; for 125 per cent of quota, \$35. Members of losing teams received \$35 for 150 per cent of quota, and \$25 for 125 per cent of quota. The teams consisted of the various territorial divisions, which were pitted against each other.

Four cards were sent to every salesman, each of a different color. A yellow card was to be returned to the home office when a salesman pushed over the 100 per cent mark, a green card when he crossed 125 per cent, a red card when he made it 150 per cent and the blue card, with the final figures for the month was to be sent in if the salesman passed the 150 per cent mark.

* * *

The Ruberoid Co. has tried various types of salesmen's contests. Recently it concluded a contest which, in the opinion of H. C. Bonney, vice-president, "was the fairest and most successful contest we have ever had."

It is Mr. Bonney's view that in any sales contest, the most common error made lies in the failure so to shape the contest that every salesman has a proper incentive and an equal chance of winning. The latest Ruberoid contest, he believes, avoided this mistake. He describes the contest this way:

1. Object:

The Ruberoid organization is made up of six distinctive divisions. In each of these divisions is a factory from which all shipments into the division are made. There is a real executive at the head of every one of these divisions who has absolute jurisdiction over the salesmen and customers. The central office simply lays down the fundamentals upon which the divisions are operated. The object of the contest, therefore, in view of this organization set up, was to stimulate a healthy rivalry between the divisions, as well as among the men individually.

2. Theme:

The contest had no particular theme.

3. Duration:

Thirteen weeks was the duration of the contest.

4. Prizes:

Says Mr. Bonney: "The first prize, which was in money, went to the man who had the highest points in the winning division; the second prize went to the individual man, in any division outside of the winning division, who had the largest number of points. There was a small prize for the man in each division outside of the winning division who had the highest number of points in his division."

5. Details:

The contest was divided into two parts: first, between the six divisions; second, between individual salesmen.

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(Continued on page 129)

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*Babson, Forbes,
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agree that
business conditions in Iowa
are favorable for aggressive
merchandising and
advertising.*

*Be certain that
The Des Moines Register
and Tribune
is on your "A" list.*

*"The backbone of a successful
advertising campaign in Iowa"*

J. Walter Thompson Company

Through seven strategically located offices in the United States and nineteen offices in other countries which cover Europe, North and South Africa, South America, India, Java, New Zealand and Australia, we offer advertising agency service which has demonstrated its merit for many of the world's foremost advertisers, several of whom we have served for more than twenty years.

Total population served by these offices is 1,418,000,000

NEW YORK · *Graybar Building · 420 Lexington Avenue*

CHICAGO · *410 North Michigan Avenue*

ST. LOUIS · *Arcade Building*

BOSTON · *80 Boylston Street*

CINCINNATI · *Chamber of Commerce Building*

SAN FRANCISCO · *Russ Building*

LOS ANGELES · *Petroleum Securities Building*

★

MONTREAL · *Dominion Square Building*

TORONTO · *Canada Permanent Building*

★

LONDON · *Bush House, Aldwych, W. C. 2*

PARIS · *12 Boulevard de la Madeleine*

MADRID · *Plaza del Callao, 4*

STOCKHOLM · *Kungsgatan 39*

COPENHAGEN · *Axelborg*

BERLIN · *Unter den Linden 39*

ANTWERP · *115 Avenue de France*

WARSAW · *Czackiego 17*

★

ALEXANDRIA · *27 Rue Cherif Pacha*

PORT ELIZABETH · *South Africa · Netherlands Bank Building*

★

BUENOS AIRES · *Argentina · Avenida R. Saenz Pena, 636*

SAO PAULO · *Brazil · Praça Ramos Azevedo 16*

★

BOMBAY · *India · Shaw Wallace Building, Ballard Estate*

★

MELBOURNE · *Australia · 145 Collins Street*

SYDNEY · *Australia · Asbestos House, 65 York Street*

★

BATAVIA · *Java · Koningsplein Noord 21 Weltevreden*

WELLINGTON · *New Zealand · Hamilton Chambers Lombton Quay*

★

LATIN-AMERICAN & FAR EASTERN DIVISION

New York Office

Advertising Helps Bermuda Weather American Depression

By Going After Business with Increased Advertising This Resort Was Able to Break All Past Tourist Records

BECAUSE Bermuda is within 700 miles of New York, or forty hours by steamship, and is almost entirely dependent upon its "tourist trade" from the United States, one might imagine that the world-wide business depression of the last year must have hit this little British colony quite severely.

Yet during every month of 1930, with the exception of January and November, these mid-ocean islands have hung up a new all-time record for that month—not merely a gain over 1929, but a new high-water mark over any preceding year, as is revealed in the tourist arrivals at Bermuda (see table below).

Our Bermudian friends refused to be frightened by the depression and, instead of decreasing their advertising, as so many other travel advertisers did, they courageously invested more money in advertising in 1930 than in any preceding year. Last spring, when a poor summer season threatened, they added over 50 per cent to their original summer appropriation and

began their campaign earlier than usual, to "force the draft." The foregoing table tells the story of results. Compare the striking difference in May, largely due to the earlier advertising.

Step Out and Meet Summer Half-Way!

Down in Bermuda, it's summertime now. Through May and June Bermuda is at its best... for outdoor sport or for quiet rest and relaxation.

Golf courses of championship calibre... pink coral beaches washed by a jade and opal tinted sea... modern swimming pools... sailing, fishing, tennis... and shops in which one finds amazing bargains.

And in the cool of evening, the gay nocturnal life of this friendly but aristocratic British colony adds new zest to all the other joys of a Bermuda vacation.

B E R M U D A

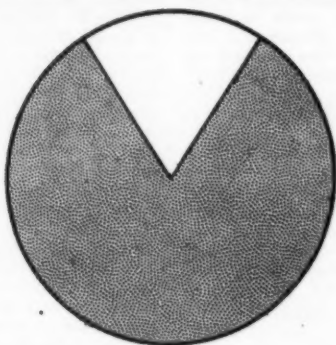
It's an easy trip to make. Just pack up and walk aboard a mail steam liner. In 48 hours you'll be in a foreign land. The whole expense of a week or two, or even a month, can be obtained in 48 your budget. Forget care and step into a summer vacation... now... in Bermuda.

To learn what Bermuda has for you, get our beautiful booklet from Purvis-Bermuda Ltd., The Royal Mail Steam Packet Company, Maritime Steamship Lines, Canadian National Steamship Lines, or any travel agency, or the Bermuda Trade Development Board, 130 Park Avenue, New York. Frequent sailings... see prospectus.

When a Poor Summer Threatened, Bermuda Added 50 Per Cent to Its Original Advertising Appropriation

	Prev. Record	1929	1930
January	2,969	2,838	2,822
February	4,322	4,250	4,429
March	5,295	5,295	6,002
April	4,310	4,310	5,613
May	976	947	2,138
June	1,478	1,419	2,389
July	2,923	2,923	3,176
August	3,413	3,413	4,439
September	3,876	3,876	4,224
October	3,292	3,292	3,396
November	2,079	1,885	1,697

The strategy of the Bermudian campaign of 1930 consisted in going after business that others did not bid for as aggressively. At the tourist trade advertising conference held in the islands by The Bermuda Trade Development Board and its American advertising counselors, it was pointed out that, because of the business depression, many Americans who ordinarily would take trips to



One Newspaper Sells Milwaukee Thoroughly

THE shaded segment in the above circle represents that portion of Greater Milwaukee families which read The Milwaukee Journal regularly. Forty-five per cent of these families read no other newspaper. Besides the thorough coverage in Greater Milwaukee, The Journal goes into more than 38% of all homes in the 50-mile trading area outside Milwaukee.

Duplication of your Journal campaign in the other two Milwaukee newspapers increases the expense nearly 100% but cannot increase your coverage of Greater Milwaukee families by more than 20%!

Concentration in this newspaper eliminates wasteful duplication, allows the use of more impressive space or more frequent insertions, and brings maximum profits to advertisers in the Milwaukee-Wisconsin market.

THE MILWAUKEE JOURNAL

W FIRST BY MERIT W

Europe or would go on Mediterranean, West Indies, or Round-the-World cruises, would be likely to take instead a shorter and less expensive trip. This pointed to the wisdom of Bermuda out-advertising other nearby resorts, and the results have proved the correctness of the theory.

But the increased advertising of The Bermuda Trade Development Board has not been the sole factor. The Furness Bermuda Line has used a larger schedule than ever before, and the Munson Steamship Line, a newcomer on the New York-Bermuda route, has also advertised aggressively.

A gratifying by-product of the greater advertising effort of the Board and the steamship companies has been the great increase in number, size and frequency of other advertisements featuring or mentioning Bermuda tours. Thus, in a recent Sunday issue of a New York newspaper, the six pages of the resort advertising section contained twenty-three "Bermuda" advertisements, paid for by steamship companies, hotels, and travel bureaus. This is another example of the principle that advertising breeds advertising; the determined and persevering advertiser eventually gets more than he pays for.

When Bermuda's 1930 success is mentioned, it is occasionally deprecated with the remark: "But why shouldn't they get the business? People aren't going on the longer trips."

To which the obvious answer is: "That would be a logical explanation if Bermuda were the only resort offering a short and inexpensive trip. But it is only one of many. It increased its advertising and got increased business. Others decreased their advertising and got decreased business."

But it would not be fair or correct to say that it is quite as simple as that. A factor which should not be overlooked is that Bermuda for over eight years has been following a consistent program of advertising in the United States, the purpose of which has been to present the colony as a year-round resort of superior quality, appeal-

ing to persons of refinement and culture and not caring for "undesirables." Bermuda decided in 1922 that it was too small to hold all the tourists, and that it would try to attract only the desirable and congenial classes. It has no gambling casino, no boardwalk, no automobiles, and no street cars. The patient building-up of this picture of Bermuda, by means of the printed word, for over eight years, made it natural for the better classes of travelers to think first of Bermuda when they decided to save time or money, or both, by giving up longer trips. This cumulative influence must have been of great potency when reinforced by the immediately increased advertising of the last year.

Young & Rubicam Add to Staff

Edwin Cox, Morton S. Kimball, W. B. C. Washburn and Alfred K. Higgins have joined the staff of Young & Rubicam, Inc., New York advertising agency.

Mr. Cox was formerly advertising manager of The Celotex Company, Chicago, and, more recently, has been with Lennen & Mitchell, Inc. Mr. Kimball was formerly in charge of sales promotion of the United Drug Company. More recently he was sales and advertising manager of Colgate & Company, cosmetic department.

Mr. Washburn, for eight years was manager of gum and confection sales of the Beech-Nut Packing Company. Mr. Higgins recently has been a partner in the advertising agency of Ewing, Jones & Higgins, Inc.

W. C. Magee, Executive Vice-President, Woodrow Press

William C. Magee, for the last nine years director of typography and printing for Batten, Barton, Durstine & Osborn, Inc., has become a stockholder and director of The Woodrow Press, Inc., New York. He will become executive vice-president of The Woodrow Press, in charge of printing and typography for advertising agencies and publishers.

Previous to his connection with Batten, Barton, Durstine & Osborn, Inc., he was, for a number of years, typographic manager for the Lanston Monotype Machine Company of Philadelphia.

Griswold Manufacturing Appoints B. B. D. & O.

The Griswold Manufacturing Company, Erie, Pa., has appointed Batten, Barton, Durstine & Osborn, Inc., to direct its advertising. The Griswold company manufactures cast iron and cast aluminum cooking utensils, electrical appliances for restaurants and hotels and other kitchen equipment.

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Again Detroit's Leader in Automotive Advertising

BUYERS of space to influence the sale of automobiles in Detroit have long realized that no other Detroit newspaper offers such a happy combination of advantages.

First, The Detroit News covers its market so thoroughly that it, alone, can do the advertising job adequately. By actual survey, 91% of the homes maintaining charge accounts at America's third largest department store, get The News regularly.

When one considers that Detroit is America's fourth market and has almost twice as many automobiles registered as Philadelphia, for example, the importance of Detroit and its recognized automotive medium, The Detroit News, becomes particularly significant.

Automotive Advertising in Detroit in 1930

Detroit News	1,366,400 Lines
2nd Medium	1,047,312 Lines
3rd Medium	767,522 Lines

The Detroit News

THE HOME NEWSPAPER

J. A. KLEIN, INC., NEW YORK

J. E. LUTZ, CHICAGO

Member 100,000 Group of American Cities

TO 1931 AND 1931's ADVERTISE
CHICAGO SAYS BUSINE
IS HERE—COME AND GET I

CHICAGO ENTERS 1931 WITH CONFIDENCE

Business is sound in Chicago. The Chicago spirit is solvent. Its financial structure, based upon a wide diversity of strong industries, is stable.

In this 40-mile market of four million souls, the building and buying power of city and people was never at greater strength. More than \$158,000,000 in public works construction is planned or under way; more than \$250,000,000 in private building enterprises. Savings, the individual reserve of the buyer, are more than \$650,000,000 in Chicago banks. And as savings have accumulated, so have needs. Buying cannot be conveniently deferred. Chicago is prepared to spend to save in 1931, as in 1930 it saved to spend.

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To this rich, expansible Chicago territory, The Chicago Daily News is the logical medium. A constructive newspaper, strongly intrenched in the minds and homes of more than 440,000 families. Ninety-five per cent of this circulation is in Chicago and its suburbs. For more than thirty years advertisers have placed in its columns more advertising than in any other Chicago daily newspaper a margin of leadership increased in 1930. And in 1931 The Daily News offers to its advertisers a lower rate per thousand than it did ten years ago.

Chicago is ready for 1931 ready to match the confidence of business with buying power the advertiser's aggressive salesmanship with responsiveness.

Business is here. Come and get it.

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper.

ADVERTISING REPRESENTATIVES:

CHICAGO	NEW YORK
Home Office	John B. Woodward, Inc.
Daily News Plaza	110 E. 42d St.
Tel. Dearborn 1111	Tel. Ashland 4-2770
DETROIT	SAN FRANCISCO
Joseph R. Scolaro	C. Geo. Krogness
3-241 General Motors Bldg.	303 Crocker 1st Nat'l
Tel. Empire 7810	Bank Bldg.
	Tel. Douglas 7892

ATLANTA

A. D. Grant, 711-712 Glenn Bldg. Tel. Walnut 8002

Member of The 100,000 Group of American Cities

Agreed! . . . it is smart
to be thrifty. That's one *good*
reason why many shrewd ad-
vertisers use The News *exclu-*
sively in the Indianapolis
radius.

This inviting market will ex-
actly meet your 1931 specifi-
cations for a profitable adver-
tising opportunity.

And The News . . . at *one* cost
. . . does the complete selling
job . . . ***ALONE!***



The
INDIANAPOLIS NEWS

Sells **The Indianapolis Radius**

DON BRIDGE, Advertising Director

New York:

DAN A. CARROLL
110 East 42nd St.

Chicago:

J. E. LUTZ
Lake Michigan Bldg.

Rules Better Business Bureau Must Take Out License As Private Detective

Decision Concerns Better Business Bureau of New York City, Inc.—
Question of License Also Comes Up in California

IN accordance with the laws of the State of New York, the Better Business Bureau of New York City, Inc., must obtain a license as a "private detective or investigator." An order to this effect has been sent to the Bureau by A. C. MacNulty, Deputy Secretary of State and Chief of the Division of Licenses. His letter follows:

STATE OF NEW YORK
DEPARTMENT OF STATE
DIVISION OF LICENSES
ALBANY, N. Y., JAN. 2, 1931.

The Better Business Bureau
of New York City, Inc.,
280 Broadway,
New York City.

Gentlemen:

I enclose copy of the opinion of the Attorney General which, as you will note, holds that you are amenable to the provisions of section 70 of the General Business Law.

If it is your purpose to continue operations, it will therefore be necessary to make immediate application for license as a private detective or investigator under the statute, for which purpose I enclose proper form. Unless you make such application within a reasonable time it will be my duty to institute criminal prosecution against you for violation of such statute.

Yours very truly,

A. C. MACNULTY,
*Deputy Secretary of State;
Chief, Division of Licenses.*

A somewhat similar inquiry regarding whether Bureaus should be licensed was addressed to the Attorney General of California by Walter H. Killam, Secretary of the California Detective License Department. In the New York State decision, the New York Better Business Bureau is required to be licensed. In the opinion of Attorney General Webb, of

California, as regards the Better Business Bureau of Los Angeles, he states, "while the corporation itself is not required to take out a license as a detective agency, the persons employed by it to make the investigations are engaged in the business of private detectives within the scope of this act [Statute of 1927, page 1938] and should procure a license before conducting any of such activities."

The opinion in the New York case, was handed down by Hamilton Ward, whose term as Attorney General expired on December 31. His statement in the case is reported in full as follows:

STATE OF NEW YORK
DEPARTMENT OF LAW
ALBANY, N. Y.
Dec. 26, 1930.

Honorable A. C. MacNulty,
Deputy Secretary of State,
Chief, Division of Licenses,
Capitol, Albany, N. Y.

Dear Sir:

Your letter is at hand, with enclosures, asking whether, in my opinion, the present activities of the Better Business Bureau of New York City, Inc., as set forth in the papers annexed, require that it should be licensed as a private detective or investigator, under the provisions of Article 7 of the General Business Law.

Section 70 of Article 7 provides as follows:

Section 70. *Licenses.* No person, firm, company, partnership or corporation shall engage in the business of private detective or investigator for hire or reward or advertise his or their business to be that of detective or of a detective agency, without having first obtained from the department of state a license so to do, as hereinafter provided, and no person, firm, company, partnership or corporation shall engage in the business of furnishing or supplying for hire and reward information as to the personal character of any

person or firm or as to the character or kind of the business and occupation of any person, firm, company or corporation, or own or conduct or maintain a bureau or agency for the above mentioned purposes, except as to the financial rating of persons, firms, companies or corporations, without having first obtained from the department of state, as hereinafter provided, a license so to do for each such bureau or agency, and for each and every sub-agency, office and branch office to be owned, conducted, managed or maintained by such person, firm, company, partnership or corporation for the conduct of such business.

Section 75, as amended by L. 1926, ch. 591, contains the additional exception that

nothing in this article shall apply to * * * any person, firm, company, partnership, corporation, or any bureau or agency, whose business is the furnishing of information as to the business and financial standing, credit and responsibility of persons, firms or corporations.

It appears that, under date of October 9, 1922, State Comptroller Maier, who then had charge of the licensing of private detectives, placed before Attorney General Newton the question of whether a membership corporation, unnamed, which had for one of its purposes "to investigate, give publicity to and aid in procuring proper legal action against vendors offering securities or commodities of doubtful value by fraudulent or deceptive methods," but which did not offer its services for hire or reward to the public generally but only to its members upon payment of a membership fee, should be licensed as a detective agency.

Perhaps the Comptroller, in thus phrasing his question, did not accurately express the methods of the corporation, as his letter quotes from one of its circulars the statement that "it does not accept fees or emoluments of any kind for its work. It is sustained by membership subscriptions which are voluntary and which entail upon the bureau no obligation for specific services. The services of the bureau cannot be purchased by anyone, further activities being confined solely to investigations which may originate from a non-member as well as a member." At any

rate, the Attorney General replied (October 19, 1922), that, assuming that the private detective business described was not merely incidental, but was a primary and original purpose of the corporation, its conduct thereof in return for membership dues was done for hire and should be licensed.

November 16, 1923, Attorney General Sherman wrote to Comptroller Fleming that, after examination of certain exhibits, he could not come to any other conclusion than that the Better Business Bureau of New York was conducting investigations for hire and reward. "Although they have organized under the form of a membership corporation, the possibilities of evasion in principle for others are too great, should we hold the statute inapplicable."

Later that year, however, the subject was reopened, the Better Business Bureau protesting that "this Bureau is not conducting investigations for hire or reward, nor is it doing detective work or holding itself out as rendering detective service. * * * Our income is derived solely from voluntary contributions or membership subscriptions from the business public * * * We have no information for sale to anyone, we charge no fee for information given to individual investors or to business concerns and we render no detective service of any kind to our members or subscribers," and filing an affidavit that the Bureau

has not in a single instance since its organization made a private investigation for hire or reward; has not gathered and has not furnished information at the request of any individual member or subscriber of the Bureau or any other person, for his exclusive information or benefit; never has and does not conduct investigations at the instance of any member; that the information which it gathers, except that which might be construed as libelous, is, in every instance, available to all members and subscribers of the Bureau and the public at large, without fee, hire or reward of any sort; that the Bureau never will in the future do any of the things stated above; and that the Bureau is not conducted for gain or profit; but is supported and maintained by such membership fees, assessments, contributions, benefactions and endowments as the

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replies to the board of directors shall determine to be necessary for the proper functioning of the organization, and the proceeds of the voluntary subscriptions thus received are used in defraying the legitimate expenses incident to the administration of the affairs of the Bureau, no part thereof being credited to surplus and no part thereof inuring to the benefit of any individual.

Accordingly, January 21, 1924, the question having been re-examined, the Attorney General wrote to the Comptroller that "I am of the opinion that the Better Business Bureau of New York is not required to be licensed as an investigator or private detective. I, therefore, withdraw the letter opinion written to you upon this subject," evidently referring to the letters of Oct. 19, 1922 and Nov. 16, 1923, referred to above.

It now appears, however, that charges have been filed with the Secretary of State, by the Bronx Chamber of Commerce and the Manhattan Board of Commerce, that the Better Business Bureau is carrying on a very intensive private detective agency without a license," statements in the correspondence which you have submitted including allegations that the Bureau pays \$40,000 in salaries to various officers, who "in turn, have two investigators, who investigate various activities of persons doing business"; that this is in violation of the law which required "persons conducting a bureau of investigation or detective work" to be licensed, except as their work involves "the financial rating of persons, firms, companies or corporations" (Section 70); that "the whole idea of the Bureau as it functions today is predicated upon detection, and we have nowhere seen any limits stated for such activities;" that a certain letter, a Photostatic copy of which is submitted, stating that "it is not within the scope of this Bureau to express an opinion as to a corporation's standing," appears specifically to exclude the Bureau from the exception in favor of "any person, firm, company, partnership, corporation, or any bureau or agency, whose business is the furnishing of information as to the business and financial standing,

credit and responsibility of persons, firms, or corporations" (Section 75) while the statement in the same letter that a corporation as to which inquiry had been made "has never been made the subject of complaint to this Bureau, nor have we ever received information of a derogatory nature," indicates that "the pursuit of such information seems to be the special function of the Bureau."

In a pamphlet issued by the Bureau under date of July 31, 1930, it is stated that

To protect legitimate business, and in the public interest, it (the Bureau) makes investigations and accumulates facts in its files about questionable and unfair practices of various persons, firms and corporations. These records are for the information of the authorities, the public and members of the Bureau.

The pamphlet contains numerous references to "investigations" thus styled by the Bureau, of various dealers in securities, real estate and merchandise. In the merchandise section alone, for instance, it is stated that in the three months ending July 31, 1930, the results were as follows:

Investigation made and corrective results obtained, 198; investigation made and suspicion of inaccuracy found unjustified, 75; service rendered, but no corrective action required, 225; file closed without result, 31; file closed because no ground for investigation, 26; file closed pending future investigation, 24; file open, investigation under way, 19.

In a letter to the Secretary of State, under date of October 17, 1930, H. J. Kenner, manager of the Bureau, after referring to the articles of incorporation, which include the purpose "to investigate, give publicity to and aid in procuring proper legal action against vendors offering securities or commodities of doubtful value by fraudulent or deceptive methods," said "the Bureau does not do any of its work for hire or reward of any sort," and while its representatives seek information and impart it to inquirers, "the Bureau does not at any time, sell reports at so much each nor do its sub-

(Continued on page 116)

Trade-Ins for Low-Priced Items

THE PROCTER & COLLIER CO.
CINCINNATI

Editor of PRINTERS' INK:

We would like a list of the articles that have been published in your magazines in regard to turn-in allowances on articles of small value.

THE PROCTER & COLLIER CO.

WITH the evils that beset the automobile industry as a result of trade-in abuses clearly visible to the most astigmatic eye, it would seem proper to conclude that other industries would fight shy of this merchandising procedure.

Some industries do. Others are drawn into it unwillingly. Still others plunge into the treacherous waters of the trade-in sublimely confident of their ability to remain safely afloat.

Of course, when business is obtained only by the severest sort of toil, it is natural to expect that those who are looking for short-cuts to increased volume and additional profits will welcome the trade-in. That is precisely what is happening today. The trade-in, as a merchandising scheme, is being pushed not only in the field of high-priced units—where it has flourished for years—but also in the field of low-priced units.

A shoe chain-store system offers \$2 for every pair of old shoes. Hat retailers are offering \$1 for old hats. Some retailers of men's clothing are offering \$5 for old suits. We have yet to hear of a druggist making a toothbrush trade-in offer, but it may be within the realm of possibilities.

A recent issue of "The Brunswick Dealer News," published by the Brunswick Radio Corporation, carried a debate on this matter of the trade-in, insofar as the sale of radios is concerned. Speaking in opposition to the trade-in, J. D. Elliott, general manager of the radio department of the Shepard Stores, of Boston, said:

"The radio trade-in should be avoided. Under the present system of discounts it is a practice to be shunned.

"Those stores which have an efficient accounting system know that

their net profit rarely exceeds 10 per cent, and in most cases it is less. Therefore, it is altogether obvious that a dealer cannot give away 10 per cent or more on trade-in and still have a profit left. In its present state, the trade-in allowance is economically and psychologically unsound and the practice is to be discouraged."

The radio, even at today's low prices, still belongs in the category of merchandise of high-priced units. If in this field the trade-in has become the unmitigated evil that an impartial observer will quickly discover it to be, its powers for disrupting trade conditions when applied to merchandise of low value—where profit margins are much slimmer—should not be difficult to envision.

In brief, the trade-in is a dangerous merchandising instrument. Used by companies in the industrial field, where its employment is regulated by executives who are well versed in economics, it may be quite harmless—although even here it has been abused. But placed in the hands of thousands upon thousands of retailers, many of whom are economic illiterates, it becomes a potentially harmful as a box of matches in the hands of a child. [Ed. PRINTERS' INK.]

E. S. Jeffries with Evans-Winter-Hebb

Edwin S. Jeffries, formerly general manager of the direct advertising division of The Dando Company, Philadelphia, and, more recently, assistant to the president in charge of advertising sales for the May Oil Burner Corporation, Baltimore, has joined Evans-Winter-Hebb, Inc., Detroit, direct advertising. He will be in charge of plans and copy.

F. LeB. Foote Joins "True Story" at Chicago

Frederic LeB. Foote, for the last eight years associate Western manager, at Chicago, of *Life*, and, at one time with the Condé Nast Publications, has joined the Western staff of *True Story Magazine*.

Jess Stewart Joins Woodman Company

Jess Stewart has resigned from Ralston & Ryan, Inc., Chicago, to join the Woodman Advertising Company, of the city. The agency will hereafter be known as the Woodman-Stewart Company.

A New Year's Revolution . . .

The old year has rolled around . . . and departed.

Ahead lies fifty-two golden weeks to increase distribution . . . to increase demand . . . to increase sales.

This wealthiest market in the world offers an unequalled opportunity for you to make the coming year the most successful in the history of your business.

The stories of merchandising successes here, are legion. Yet each one shows a common characteristic. A comprehensive knowledge of the market and the problems it offers.

The Boone Man knows this market . . . and can help you to build bigger business here in 1931.

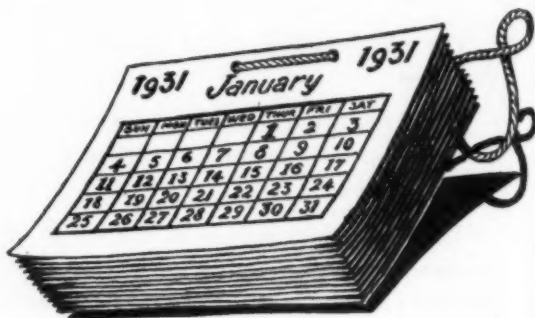
New York Evening Journal

MAIN OFFICE: 9 EAST 40th ST., NEW YORK CITY

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

NEW YORK, International Magazine Building . . . ROCHESTER, Temple Building
CHICAGO, Hearst Bldg. . . PHILADELPHIA, Fidelity Philadelphia Trust Bldg.
DETROIT, General Motors Building . . . BOSTON, 5 Winthrop Square
PACIFIC COAST REPRESENTATIVE, H. H. Conger, 5 Third St., San Francisco

TWELVE MONTHS



The Judge has just given you twelve brand new months — fifty-two shining new weeks, and we hope they hold more than you expect today.

As for the Boone Man, he hopes he can help you achieve your aims, goals, quotas, or whatever you term the dollar

NEWSPAPER ADVERTISING

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figures, which say success for you in 1931.

It is timely, therefore, for him to re-dedicate his time and effort to the same desire of service to you, which has moved him throughout this year now closing.



RODNEY E. BOONE ORGANIZATION

CHICAGO
Hearst Bldg.

NEW YORK CITY
International Magazine Bldg.
57th Street at 8th Avenue

DETROIT
General Motors Bldg.

BOSTON
5 Winthrop Square

PHILADELPHIA
Fidelity Philadelphia Trust Bldg.

ROCHESTER, N. Y.
Temple Bldg.

New York Journal
Boston American
Albany Times-Union
Rochester Journal
Syracuse Journal

Evening

Chicago American
Detroit Times
Baltimore News
Washington Times
Omaha Bee-News

Boston Advertiser
Albany Times-Union
Rochester American

Sunday

Detroit Times
Baltimore American
Syracuse American

Omaha Bee-News

BASED ON SERVICE

1931
will require
careful planning
based on
accurate knowledge.
The Emerson B. Knight
consumer study
of Detroit
and area
sponsored
by
The Detroit Times
furnishes
an X-ray
picture of
America's fourth market.

"THE TREND IS TO THE TIMES"

Represented Nationally by the RODNEY E. BOONE ORGANIZATION

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Advertising's Weakest Link— The Retail Store

Less Progress Has Been Made in Merchandising to the Retailer Than to Any Other Class of Buyer

By G. A. Nichols

A STORY that is hard to believe—yet unimpeachable because of its source—is told to PRINTERS' INK by W. A. Wilkinson, a Davenport, Ia., advertising agent.

An Iowa sectional distributor for one of the larger and more important radio manufacturing organizations was holding a sales convention a couple of weeks ago in Waterloo, that State. One afternoon, the wholesaler and his chief assistants had to go into a huddle about something or other. In order that the salesmen might be kept profitably occupied during this time they were sent out by twos to shop the town for radios.

Their instructions were to visit the forty-four Waterloo stores selling all manner of radios and to expose themselves to such selling efforts, if any, that the stores' salespeople might care to make.

In each store one member of the team was to display interest in buying a radio at a cost of \$130 to \$160 in cash. Insofar as he could do so without stretching the truth too far, he was to give the impression that he had recently moved to Waterloo from Kansas City and was interested in getting the best possible machine for the money that could be purchased.

Next morning's session of the sales convention was given over to a recital of the experiences of the shopping teams.

If the stories told by the salesmen are to be believed, only two of the forty-four retailers put forth real selling effort to get the money. More than twenty dealers, they said, did not even know how to demonstrate the radios properly; about all they did was to indicate that the machine was there and turn it on.

One dealer was declared to have made this surprising remark:

"One hundred and sixty dollars! I did not know there was that much cash left. Boy, if you have got that much money you had better hang on to it; this is going to be a hard winter."

Another dealer, who had both midget and full-sized sets on his floor, started right in to sell the customer the midget set, presumably on the basis that it would save him half his money which he could then use in buying coal.

Are Dealers What They Used to Be?

"This seems to indicate," Mr. Wilkinson states, "that the old-fashioned retail salesman was not such an inefficient fellow after all. There was a time when the retailer knew his stocks. When I used to go shopping with my mother she knew what she was buying. Moreover the dealer had to know what was the particular quality of the piece of dress braid, or whatever else it was that the buyer wanted; he also had to know the why of the quality. The dealers in those days may have worn sleeve suspenders and pants that did not match their coats and vests; but they knew something about what they were selling and also how to sell it."

There are two leading thoughts to be gained from this incident:

Thought No. 1:

The surprising reaction of the dealer who suggested that his customer had better hang on to his money in view of the prospective hardness of the winter is an exaggerated instance of a mischievous influence which seems to insist upon clubbing business down whenever it tries to raise its head a bit. The depression has had a psychological reaction that seems literally to have anesthetized sales effort. People with things to sell are not

themselves; their selling sense has been put to sleep.

This, of course, is a condition that will more or less remedy itself automatically; the opiate can't last forever. But, as one contemplates the current successes made by aggressive merchandisers, he is likely to conclude that if everybody fortunate enough to have a selling job these days would take it seriously and not be licked before he starts, conditions would be vastly better than they are. They would not be up to par; but the sales volume totals in many businesses would be much higher if it were not for quitting.

E. V. Walsh, sales manager of the Timken-Detroit Company, apparently had a similar thought in mind when, the other day, he wrote me a letter in which, among other things, he said:

"One thing that has made a profound impression upon me in 1930 is the confiding attitude of the average manufacturer and salesman in accepting at more than face value any unfavorable report that they hear. They read about spectacular campaigns put on to raise money for the unemployed. The people back of those campaigns, with a true selling instinct for the case in hand, stress the heart-throb element; they talk about the misery that will come to hundreds of thousands in the way of hunger and exposure, unless people who have a few dollars will tide them over until they can get jobs again.

"These stories are, of course, genuine. And the condition they set forth represents a serious need that challenges the attention of all. Even so, why do not manufacturers and others remember that the jobless, happily for the general welfare of the country, are after all far in the minority? Why should they allow distress and misery to make impotent and half-hearted their effort to sell merchandise to people who are ready and willing to buy it?

"Advertisers read discomfiting news reports about this or that having to do with business; and then, rather than go out and make a brave effort to disprove these

reports so far as their own particular affairs are concerned, they sit back and wait. Thus an enormous amount of brains and energy are automatically removed from circulation—temporarily, let us hope—in this day when they are so sadly needed."

And then Mr. Walsh brings out a highly significant thought, which perhaps has something to do with the rather astonishing sales and profit records being made right now by numerous organizations despite the general impression that it can't just be done.

Little Competition for Effective Merchandisers

"So many manufacturers are holding back," he says, "that the really progressive merchandiser has far less competition now than in normal times. In certain fields that I could name, selling during this last year has been not one-tenth as difficult as could actually be expected as a result of current conditions. The reason for this is that so many have quit cold on the job that the business is more than enough to go around among those who are actively out after it."

I do not agree with Mr. Wilkinson—coming to thought No. 2—in his idea that retail salespeople in the good old days when he wore knee pants were so much better than those of now. He must remember that in the meantime he, himself, has grown, and that he now looks upon selling from an entirely different perspective. With his present acquaintance with merchandising, his standard as to what constitutes a good retail salesman is much higher.

It is true, however, that relatively less progress has been made in retailing than in any other branch of selling. And all this untoward current development simply brings added emphasis to a condition that has existed ever since there were retailers. The present unpleasantness, moreover, will be, or can be, of service in that it will demonstrate, as never before, the need for more behind-the-counter efficiency—the one part of its job that advertising has

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It All Depends On the Size of the Puddle

In a one-industry town the head of "The Plant" is a distinct type—the town's big shot.

In Chicago the industrial head is but a unit in a group of thousands of all degrees of culture, living standards, buying power and habits, and—newspaper preferences.

"Class" simply doesn't figure in metropolitan newspaper circulations. Quantity is everything. Types and classes are measured in thousands, and the proportion of each within one large newspaper's circulation varies little or not at all from that within another's.

The truth of this is clearly shown in "The Buying Power of Chicago"—a revolutionary study which the Boone Man will gladly show to any advertiser. In the clear light of its facts, the circulation leadership of the Chicago Evening American is revealed in its true importance to the advertiser who wants results before the "prestige" supposed to accrue from the appearance of copy in "better" mediums.

(In the first eleven months of 1930 the Chicago Evening American's daily average circulation was 544,078—105,993 greater than that of the second evening newspaper.

CHICAGO EVENING AMERICAN

a good newspaper now in its TENTH
YEAR of circulation leadership in
Chicago's evening field

●
National Representatives: RODNEY E. BOONE ORGANIZATION

never been able to do in a thoroughly workmanlike way.

Consumer acceptance has been created, salability has been built; but it seems that the dealer, considering him as a class, is the only important element in the distribution scheme that has not kept step with the advancing march.

It is no discredit at all to advertising to suggest that in the workings of advertising itself is to be found much of the cause for the mere storekeeping, as against genuine retail selling of which we see so much today. In a way, this is a monstrous statement; but why look upon advertising from the attitude of "the King can do no wrong?" While eagerly recognizing its correctness in theory, why not be courageous enough to face some of its defects in practice?

Dealer Now Is Apt to Be Merely a Source of Supply

The cold, hard fact is that the general advertisers of today have taken the load off the dealer to such an extent that he is getting to be more or less in the same position as was the jobber a few years ago; he is just a source of supply, who has goods on his shelf which you can buy if you know enough about them to want them and go in and ask him if he will please sell them to you.

Looked at in one way, this is an absolutely clear case as showing the power of advertising. Advertisers have done such a good job with everybody except the retailer that their progress has been steady and consistent notwithstanding the lack of intelligent selling energy that is displayed by the retailer.

The big job that advertising has so well done up to date is in its creation of acceptance and even demand. It has caused people to want and ask for certain goods and has influenced the dealer to stock those goods. But, in doing this, it has worked in front of the counter. *The thing it has not done nearly so well is its work behind the counter.*

I am not perpetrating any new and world-saving idea here. Every merchandiser knows these things

full well. But it is advisable now and then, to take stock of the things we know and see what kind of record we are making in applying them in actual practice.

Advertising's weakest spot is in the retail store; and it is weaker than ever right now because of the business depression. This being the case, it would seem that 1931 would pay some good dividends to the manufacturer who would devote some real thought—and perhaps some real money—to trying to make his advertising to the dealer of the same high grade that he addresses to the consumer.

A study of the advertising sections of business papers will show what I am trying to get at here. For the most part, this advertising is just some more advertising. In the mediums going to dealers, much of the advertising seems to be of the half-baked variety, rather hastily slapped together out of illustrations and copy already prepared for the general consumer effort.

The disregard for, and underestimation of, retailer mediums as valuable advertising vehicles is notorious in more than one advertising agency, as is generally known. Thus the presentation to the dealer is often the stepchild, the slavey, that seldom if ever gets any of the white meat. Presumably the agencies in this way of doing are merely reflecting the attitude of their clients.

Advertising in general mediums causes people to want to buy certain merchandise. This want existing, the retailer is going to stock these goods. The obvious and sensible thing to do, with acceptance established and the goods in the store, is to use business-paper space to show the dealer how to sell them—to merchandise printed matter containing their selling points, teaching clerks the right way to proceed, exemplifying the principles of correct storekeeping.

If advertising has any one glaring fault, it is that it has lifted too much work from off the dealer and his clerks. Its task now is to put some work back upon them. They will be willing enough.

This is another day

THERE was a time when printing was just printing. Except for the few who really knew something about types and letter-press, people were not choosy.

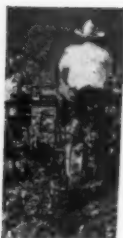
In recent years this has all been changed. Today the man in the street and the lady of the house are both keenly alive to the difference between the good and the not-so-good, in printing as in all else, and they react accordingly.

We would be glad to review some of your printed pieces and to make any suggestions for their betterment that may be in order.

Charles Francis Press

PRINTING CRAFTS BUILDING

461 Eighth Avenue, New York



Sales Expectations Boosted in Oklahoma City



THE agricultural map for 1931 in Oklahoma may be tentatively predicted a bit in spots, but its general contour will show the state climbing back to normal heights of crop yield and farm income. This is the cheery New Year's message given out by the Oklahoma A. and M. college, which has had a weather eye on future prospects for state farmers.

According to Clarence Roberts, editor of the Oklahoma Farmer-Stockman, the Oklahoma farmer has made an important mental adjustment which will aid him in meeting general farm conditions.

From talks with state bankers and farmers themselves, Mr. Roberts finds that the majority of



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favorable Farm Outlook

Oklahoma farmers will be able to finance themselves this year without borrowing money. In fact, federal loan money is going begging. The Oklahoma farmer will continue to have money to buy the necessities, the comforts and conveniences of life.

Demand for farms this year has been unusually high—practically every tillable farm will be under cultivation and the migration of renters has been far below normal. The soil moisture content is already sufficient to yield good crops even in the event of another drouth.

Oklahoma City retail sales in December were reported by representative city firms to be above the volume of December, 1929, and for the first eleven months of 1929, Oklahoma City was the only major city in the tenth federal reserve district to show a gain in retail sales. In building, it led all cities in 19 southern and southwestern states for the year with a total of over \$20,000,000.

Sales and advertising efforts exerted in this market during the coming year will continue to yield above-average, profitable returns if concentrated in the Oklahoman and Times—the most efficient and economical media for contacting this market's spendable wealth.

THE DAILY OKLAHOMAN •
OKLAHOMA CITY TIMES •
THE OKLAHOMA PUBLISHING COMPANY •
• THE OKLAHOMA FARMER-STOCKMAN •

L. Katz Special Advertising Agency New York, Chicago, Detroit, Atlanta, Kansas City, Dallas, San Francisco



OH, WHERE, OH WHERE ARE THE "HICKS" FROM THE "STICKS"?

MEMBER how the vaudeville boys wowed the audiences on the Subway Circuits with their "Hey Rube" getups, and pseudo bucolic wise-cracks? How the newspaper lads filled column after column describing Silas coming to town and buying the traditional gold brick or the stone lions in front of the Public Library? And now and then Brooklyn Bridge?

Well, what happened to Silas that he is no longer a subject for amusement? Here's the answer in an editorial from *The Chicago Merchant*:

"Where Is the 'Hick' of Yesterday?"

"What has become of Silas, with his boots, baggy trousers, coat too short, old straw hat—and his whiskers and hayseed in his hair?

"We'll tell you! Here he comes with a neat Hart, Stein Block & Kupperheimer suit on, all pressed, a Stetson hat, Florsheim shoes and the latest in ties, shirts and socks.

"Do you remember when most any one from a farm or country town could

be spotted instantly by his clothes? Sure—some twenty or more years ago. And the city man could as easily be recognized by his style.

"But who can tell 'em apart now? The small town has its stores with up-to-the-minute merchandise—the same kind of radios, top-coats, gloves, shirts and luggage as sold in the larger cities, and its workmen, farmers and business men are smartly tailored and well groomed.

"And, by the way, the old hick town is just about gone where Silas has 'went.' Across the country by motor or train or plane you can see small cities, smart, clean, bright, with concrete pavements, stores with fine fronts, parks and well-kept lawns that bespeak prosperity.

"Silas may wear boots and overalls when he works, but when he comes to town he rides in a modern car and both his wife and himself look like the average well-dressed folks you see in Chicago, New York, Seattle, Tulsa, Des Moines or Salt Lake City."



Capper's Farmer

When Busi
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A Letter That Many Salesmen Need This Year

When Business Is Hard to Get Some Salesmen Get the "Wabbles" and
a Letter Such as This from the Sales Manager May Cure Them

By A. H. Deute

General Manager, The Billings & Spencer Company

DEAR BILL:

You should get this Saturday
afternoon.

You've had a tough week—judg-
ing by your reports and lack of
orders, and your telegrams and a
couple of long distance calls.

I suppose I ought to wire you
to come in so that I could put you
through an examination to try to
find out what is the matter with
you. But what I am going to ask
you to do is to give yourself an
examination.

Self-examination, properly con-
ducted, can really do a man more
good than having the boss put him
through the mill.

If you could spread yourself out,
as it were, and diagnose yourself
and analyze yourself carefully,
about the first thing you'd say to
yourself would be: "By heck, I've
got the Wabbles!"

On the other hand, you might
not recognize the Wabbles if you
saw them, so let me explain.

In the first place, the Wabbles
hit a salesman who has been going
through a few weeks or months of
tough selling.

Now, there is no use in sitting
here and writing you a lot of pep
letters, giving you information
about this company or that that
has run ahead of last year's sales,
and asking you why you can't do
the same.

This year I'm not going to write
you any sort of pep letter, nor am
I going to hire a third assistant
sales promotion manager at \$30 a
week to send out bulletins. This
is no time for that sort of thing.
Our industry and our company are
going through a trying period. You
know that. I know it is considered
poor practice for a sales manager
to tell his salesmen that orders are
coming in unsatisfactorily. But
why treat salesmen like children?

You know that your showing for
the last few months has been very
unprofitable. Your selling cost has
been very high. You have seen a
good many men from various
houses taken off the territory to
reduce expenses. I suppose that
when you put your daily report
into the mail, you wonder if the
next letter from the house will be
calling you in.

I know from my own experience
that nothing so disorganizes a
salesman as getting the idea into
his head that he is going to find
himself out in the cold any minute.
And naturally high selling cost is
the first thing which puts that into
a man's head.

One outstanding contributing
cause for Wabbles on the part of
a salesman is the lurking fear that
he is going to be cut loose from
the pay-roll because orders are few
and small.

Now you are not slated to be
discharged. We are counting on
you to carry us through this period
in your territory and keep our lines
before the buyers and our good-
will intact, so that we will be get-
ting all the business we can pos-
sibly get right now, even though
the orders are small. Right now
we are looking to you to make our
line the leading seller in your terri-
tory. So to help you cure this
case of Wabbles, just put this
down in your book: We are figur-
ing on you as a steady proposition.

Don't give any thought to any-
thing except the job of selling
goods. And don't do any unneces-
sary worrying about the actual
volume you get. But do con-
cern yourself right now with the
number of new accounts you can
open, even though they order in
small lots.

Coming to the next indication of
the Wabbles, your reports are

made up mainly of hard luck stories. You are so anxious to prove to me that business is hard to get that you are taking time to write me a dime novel about hard times in your territory. Now don't write me any more hard time reports. I can get all of that I want out of the papers.

The next symptom of the Wabbles is the way you are jumping around the territory. I note from your expense accounts and reports that you are scurrying around, hopping over this town, missing this one, running here and there, hit and miss. And we all know what you are doing. You've heard of an order which might exist a hundred miles away, and in your anxiety to get it, you are driving right through half a dozen towns in which there are a dozen good prospects, in order to see the man a hundred miles away who is supposed to be wanting to buy. Failure to pick a territory clean and to work it as it comes is a sure sign of the Wabbles. You will never get a territory into shape by skipping all over it and missing three-quarters of it. So settle down. Reorganize your schedule and your work. Plan your routes. And then stick to the schedule.

Now, for symptom number four—in two weeks you have not reported a single demonstration sale put on.

And for number five, I might mention that the credit department tells me you haven't cleaned up that batch of past due accounts they sent you.

So here we have five counts against you to prove to you that you are suffering from the Wabbles. And when you suffer from the Wabbles, you aren't merely suffering yourself, but you are spreading a disease which is very contagious. It is expensive to the company and to yourself. While you are carrying the Wabbles around, you are doing yourself and the line and the customers and the company more harm than good.

Why do we keep you, in the face of such a condition? The answer is that we think you are too much of a man to carry this disease around with you, once it is

pointed out to you and once you have taken yourself off into the basement or the woodshed or wherever you want to go and give yourself the examination I am asking you to give yourself. Look yourself over. Realize what you are doing to yourself and everybody else. Shake yourself loose and get to work. Sure, business is hard to get. All the more reason why you can't be handicapped with any diseases peculiar to certain salesmen.

To go back to the beginning of the symptoms: Your hard luck stories are not getting you any place. After you repeat them often enough you get so thoroughly sold on the fact that the world is coming to an end in a business way that you really believe it.

No salesman can possibly afford to be a carrier of bad news. And it is worth remembering that bad news is only comparative. Also, there are two sides to the thing. Right now, I have before me a newspaper report saying that never before were savings bank deposits in our State as high as they are right now. That announcement is right alongside of a story about unemployment. There they are, in the same paper. Yet all you probably read is the hard luck story. And then you go around talking about it to the trade and to yourself and writing about it to me in your daily report.

Suppose, for a change, you read about the big savings deposits. And then you do what Joe Smith did. Joe took one of those articles around to all his local trade and showed the dealers what was going on right under their noses.

"Look here," he said, "you and we are sitting back waiting that there is no business while people are hoarding money. You're letting your stocks run down. You're standing around with sad faces and agreeing that we can't do business. And everybody else agrees with you. Let's put on a 90-cent sale. People are in a thrifty mood. They want to think and act in small amounts. At least, they think they do. Let's give them a fine 90-cent sale, but

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WE think that Kenneth Goode looks at advertising very sensibly.

¶

HE says: "the really profitable function of advertising lies in the *selecting* of ready made customers, those who do want our goods."

¶

THERE is some difference between *prospects* and *customers*. You can ticket prospects on 3 x 5 cards, etc., but how about "sugaring off" on them? Manufacturing *customers*, or buying *customers*, will from this time

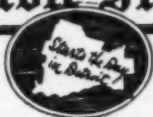
henceforth be the prime function of media selection.

¶

IN Detroit, The Free Press very sensibly and very capably delivers a *customer - market*. There may be other prospects here, but if it's customers you're seeking, then you need seek no farther than the homes of those who regularly read this newspaper.

The Detroit Free Press

VERREE &
National



CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

have other items on hand to show them, because they'll bring more than 90 cents. We have been asking ourselves where all the money has gone and where the business is. Right here in the paper is the answer. And it will stay bottled up until we do something to start the money moving around. Let's have a 90-cent sale."

And then Joe sold them a few items to help make the sale a success. He had his trade thinking in terms of doing business instead of not doing business.

Won't that be more apt to pay you than this endless carrying on about bad times?

The next point is this: Get back to working regularly. You'll drive yourself and the trade and the office absolutely insane hopping around like a jumping jack. You reported last week a total mileage for your car of almost 600 miles. You didn't take time enough to alight and do a real job.

There is nothing which so weans a buyer away from a salesman as to have that salesman develop into an irregular caller. Regularity is the first essential of good salesmanship. You know that. And still, in trying to make some sort of showing, you've thrown all your experience and training to the winds and started flitting about.

I notice that it is a long time since you have put on a store demonstration and sale. Your argument is that you are working so hard to get orders that you can't stop to help a man sell. And that means you are wabbling. You are overlooking the very thing which keeps the dealer in a healthy condition.

There is nothing which does so much to spur a dealer on as to arrange to be in his store on a given afternoon at four o'clock and put on that demonstration. It means that on that day you will have put at least one man into the right frame of mind. You'll have convinced him that we and you are moving right along. It means a great deal to a business man to get an optimistic attitude from another man. And putting on a store demonstration isn't just an optimistic piece of work. It means

that you will be bringing the line before a lot of people who otherwise might not be thinking about us at all. I realize that when a salesman gets knocked loose from his underpinnings he flounders around. You have been floundering around. But this is designed to get you back on to the track again. So let me see this coming week's reports show one store demonstration per day—every evening from four o'clock on.

We've been talking a lot about imagined troubles, but you have one real one on your hands which you are neglecting, and that is the very usual job of rounding up slow collections. You know that no matter how business is, you always have a certain amount of collecting to do, otherwise the credit department has to bear down on a customer and that is not so good.

So there you can see that about three-quarters of your troubles have been enlarged and magnified because you have let yourself get loose from your moorings. Business has been hard to get, so you have made it worse for yourself by wabbling around.

As an experienced salesman, you know that mechanical perfection and accuracy are two important secrets of success in selling. You must hold right to your program, regardless of business. The minute you let yourself get away from the schedule, you get yourself out of tune with your job and trouble starts in. When business is hard to get, then floundering around only makes matters infinitely worse.

You've had the Wabbles badly. You've been guilty of a lot of unsound practice and it's cost you and us business. Probably half of the volume you have failed to get was due to trying business conditions. But on the other hand, the other half was lost because you lost the technique of selling in the period of punishment through which salesmen have gone.

Here's hoping that this Saturday sees you get yourself diagnosed and reorganized. And if you do these things, I can assure you next week will be better.

M

The

New York



Those HIGH-FLYING STRAWBERRIES FROM FLORIDA

Packed Sunday morning, airplaned into New York Monday morning; 432 pints of first-of-the-season lusciousness. And a market welcome of 89 cents a pint! Here is a 2800-carload industry, with a 3,000,000 dollar return to growers in the circulation area of "Florida's Foremost Newspaper." And now the return is under full speed!

The Florida Times-Union
JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco
Member of the 100,000 Group of American Cities



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WHY THEY DECIDED TO USE THE NEWS

A FOOD PRODUCT MANUFACTURER

• just couldn't see The News for his quality line. The sales manager said "Tck Tck" twice when we asked him for the order. The advertising manager was polite but distant. The district manager was too busy to listen. The directors were unapproachable. That state of affairs went on for years, and then . . . a schedule popped in! Nobody quite knew why. But we found out! The president happened to be a partner in a brokerage house. For two years he watched The News being read in the firm's board rooms. And then it occurred to him that customers for margin accounts might be customers for canned goods. So some good does come from Wall Street sometime!

• Whatever the reason, The News is a good medium for almost anything. Largest circulation in America. Small page for visibility and advertising effectiveness. Low milline for economy. • Check up right away, and see if you haven't some reason for using The News!

THE NEWS

NEW YORK'S PICTURE NEWSPAPER

NEWS BUILDING, 220 EAST FORTY-SECOND STREET, NEW YORK

Tribune Tower, Chicago



Kohl Bldg., San Francisco

TEN MEN

can't throw a ball
farther than

ONE MAN

Many statistical studies err in assuming that because ten readers can each buy one-tenth of a Lincoln—the dealer has practically sold another Lincoln.

No such assumptions are made in computing the purchasing power of Transcript readers. All you have to do is to look at a Transcript—or the men and women reading it—and you know what products they can and do buy.



BOSTON EVENING TRANSCRIPT

Highest ratio of BUYERS to readers

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles Seattle

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"He Never Knew What Bumped Him Off"

Max Rittenberg of London Has Some Fun with American Advertising

THE Britishers have been having quite a little fun with us lately. Edgar Wallace, for example, wrote a piece about gangsters for the New York theater. The critics attended on the first night all ready to have some fun with the Londoner who dared to write about a subject which America considered its own. They stayed to enjoy "On the Spot," which is either the most ingenious play ever written or a clever satire. The critics haven't been able to decide quite which.

In the same manner, Max Rittenberg, practitioner in advertising, of London, has sent to PRINTERS' INK what purports to be an advance proof of the Wolsey campaign in the United States for 1931. The title itself is striking, "He Never Knew What Bumped Him Off!" The copy then goes on to point out that potent Cardinal Wolsey, proudest Prelate of them all, had served his King and Country in London, England, in state magnificent.

The sad end of the Cardinal is described. "What had he done to deserve such a fate?" asks the copy. "Was it halitosis? Come-dones? Athlete's foot? Were his bathroom fixtures noisy and embarrassing to his guests? Did he offer them decks of inferior playing cards? Were his travelling trunks unsightly? Did he fail to keep his sox up?"

The copy doesn't tell exactly what was wrong with the Cardinal at that point, but in true teaser fashion goes on to point out that "he never knew what bumped him

off," that no one, not even his friends, dared to warn him and that even little children in their naive frankness would shrink from mentioning it.

"You, too, may never know," says the copy, "unless we tell you."

Advance Proof of Wolsey Campaign in U.S.A., 1931



He Never Knew What Bumped Him Off!

Proudest Prelate of them all, potent Cardinal Wolsey had served his King and Country in London (Eng.) in state magnificent.

Envied of all, what could shake his pomp and power?

YET, came the day

Obstruction, disfigure, poverty, and a pauper's grave!

What had he done to deserve such a fate?

Was it halitosis? Come-dones? Athlete's foot? Were his bathroom fixtures noisy and embarrassing to his guests? Did he offer them decks of inferior playing cards? Were his travelling trunks unsightly? Did he fail to keep his sox up?

YOU, TOO, MAY NEVER KNOW

When you stop at a hotel, the million-dollar waiter, you fall—and serve from the room only.

When you offer your heart to the sex girl on earth, she turns her head away in sorrow—and you never leave the room after.

When you put the broad death of the luxury house in the lining of your clothing with all the world, the luxury house is shocked from your back—and you never leave the room after.

Any of these might have been forgiven in a Great Man—but never, never, the ONE social offense unforgivable, of which Cardinal Wolsey was guilty.

Yet, he never knew what bumped him off! No one, not even his most intimate friends, dared warn him. Even little children in their naive frankness shrank from mentioning it.

Unless WE tell you.

Have you ever realized, when you stop at the expensive hotel of a great magnate, what is the very first thought of you? As you enter the bathroom, and every woman's glance turns on you, what do you think? On the toilet-bowl, or at the opera, humming under Heron's burning skin, or water-spraying on the Ambassador's eye—what do all eyes ask?

The Question, Paramount!

They ask: "What pants is that guy wearing?" for they witness, each day! The answer tells for you and yours, in social death.

Unsurpassed, have we established the Cardinal's social success, or—social death?

WE never know—YOU KNOW NOW.

At all class Drugstores, 75c, 95c, \$1.15. Sold for men who matter. Panties in stripes, stripes, polka-dots, or plain—whatever you choose, you can keep the social world on the edge of their seats!

Then comes the answer that when a man enters a ballroom with everyone's glance on him, or when he rides onto the polo field or enters the opera, all eyes ask the question paramount, which is: "What panties is that guy wearing? Are they Wolsey, or ain't they? The answer spells for you social success, or—social death."

It seems that historical research proved to the copy writer's satisfaction that Cardinal Wolsey never wore Wolsey panties which was his cardinal error and the anxious reader is then told that he can buy them "At all classy Drugstores for 75 cents, 95 cents or \$1.15. Styled for men who matter."

"Panties in stripes, circles, polka-dots, or piggly-wiggles. Whichever you choose, you can look the whole world in the face—and How!"

Max Rittenberg, being an advertising practitioner himself, knows that no one can give assurance in advance as to whether a campaign will bring home the bacon or not. But a copy test indicates that there are at least six hot prospects in the United States for piggly-wiggly or polka-dot underwear for men. Let us hope, therefore, that the jovial Max will actually break this campaign in the United States during this year, and that it isn't just another one of those New Year's greetings.

Masonite Makes New Appointments

James P. Gillies, formerly general sales manager of the Chicago division of the Ingersoll-Rand Company and vice-president of the Utilities Gas & Electric Company, Chicago, has been appointed general manager of the Masonite Corporation, of that city. He succeeds Brown Katzenbach, who continues as vice-president and a director of the company.

R. G. Wallace, who has been general sales manager of Masonite, has been placed in charge of all sales and advertising activities with the title of director of sales and advertising.

Frank L. Campbell, formerly a sales manager for the Beaver Board Companies and more recently Chicago division manager of Congoleum-Nairn, Inc., has been appointed sales manager of the Masonite Corporation.

Capper Publication Changes

W. M. Temple, who has been an advertising representative for *The Household Magazine*, with offices in Omaha, has joined the home office at Topeka, Kans., of The Capper Publications to become advertising manager of *Capper's Weekly*.

L. R. Booth, of the advertising department of *Capper's Weekly*, becomes an assistant to Marco Morrow, assistant publisher of the Capper Publications. Phil D. Walker, formerly with the New York office of the Capper Publications, will take over Mr. Temple's work as advertising representative of *The Household Magazine*. Mr. Walker will make his headquarters at Topeka.

Joins Staff of Porter-Langtry Company

Miss Jeanbelle Rosenberg has joined the staff of the Porter-Langtry Company, Chicago. During the last eight years, Miss Rosenberg has been associated with *Pit and Quarry* in the capacity of research director.

J. D. Gordon with Richardson, Alley & Richards

John Douglas Gordon has joined the New York staff of the Richardson, Alley & Richards Company, Inc., advertising agency, where he will be in charge of radio advertising. For the last six years he has been radio editor of the New York *World* and *Sunday World*.

St. Louis "Globe-Democrat" Appoints Clifford Day

Clifford Day, former manager of local advertising of the St. Louis *Globe-Democrat*, has been appointed financial advertising manager. His former position will be occupied by George Grinham, who will continue also as head of the advertising plan department.

E. R. Gamble, Vice-President, Erwin, Wasey

E. Ross Gamble, space buyer of Erwin, Wasey & Company, Chicago, and connected with that advertising agency for the last thirteen years, has been appointed vice-president in charge of office administration. Space buying activities will continue to be under his direction.

Barn Equipment Account to Ruthrauff & Ryan

Hunt-Helm-Ferris & Company, Harvard, Ill., manufacturers of Starline barn equipment, have appointed the Chicago office of Ruthrauff & Ryan, Inc., advertising agency, to direct their advertising account. National and sectional farm papers will be used.

To Represent "Confectioners' Review" in East

The *Confectioners' Review*, Cincinnati, has appointed the Charles D. Sternfels Organization, publishers' representative, New York, as its Eastern advertising representative.

H. C. Harvey with Ullman Agency

H. Conrad Harvey, for five years a member of the advertising staff of the Kansas City, Mo., *Star*, has joined the staff of Ronald G. E. Ullman, Philadelphia advertising agency.

Appointed by Atlantic City "News"

C. Israel Lutsky, formerly with the Philadelphia *Daily News*, has been appointed advertising manager of the Atlantic City, N. J., *News*.

Appoints Los Angeles Agency

The Saf-i-Pak Filler Corporation, Ltd., Los Angeles, packer of fruit boxes, has appointed the Advertisers Company, Los Angeles advertising agency, to direct its advertising account. Business papers and direct mail will be used.

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I'm Glad I Don't Live in Yemen

IN FACT, I just can't imagine what life might be like over there on the Red Sea. Probably a mess! Not because it's on the Red Sea, mind you, but because they only have one auto for every 104,166 people. Likely as not when one drives down the street, the little Yemenitos whimper, "Looky, momma. there goes the boogey wagon." Maybe they even have them at the county fair and charge the natives half a bushel of wheat for a ride around the square. On the other hand, perhaps life in Yemen isn't so bad. I was just thinking what it would be like to have a hundred thousand other gents helping me meet my car payments. ◎ ◎ ◎ But at any rate, a Yemite would jolly-well feel out of place in Southern California where we have one auto for every 2.5 people. We use them here to drop down to the corner for a loaf of bread, and so many other things that Los Angeles and vicinity has become the most highly motorized section in the nation. All the car drivers and buyers must be Examiner readers, to judge from the quarter of a million bulge we've had in automotive lineage for 1930. There's usually a reason for such preference, and in this case it's probably our modern-minded morning and Sunday audience—largest of its kind in the West. If you have a product that appeals to motorists, don't advertise in Yemen, mister!

LOS ANGELES EXAMINER

PUT YOUR MESSAGE BEFORE THE MODERNS

Business Man—1961 Model

The Fact Is He Will Not Be a Business Man—He Will Be an Artist

By Bertram R. Brooker

WHAT will the business man of 1961 be like? We move fast these days and thirty years is a long time. Time enough for an unborn generation to grow up and step into our shoes.

Think of the changes in the last thirty years—the increase in automatic machinery and standardized production, the growth of department stores, the mail-order business, the chains, house-to-house selling, instalment buying, national advertising, a luxury-loving public, the automobile, the telephone, the radio, aviation . . .

Where will it end? Life is just one blessed thing after the other. And the next thirty years will be just as packed with changes and readjustments as the last.

Perhaps you feel you couldn't stand another thirty years like this last lot. Perhaps you can't and won't. But somebody else will. There are millions of babies waiting to be born, and the pace won't bother them. They will be young and fresh—just in the mood to eat up new problems—in 1961.

You would like to know, I suppose, what they'll all be doing. So would I. It would be good fun to sit down and imagine the whole environment of a business man thirty years from now, and then write a play about it or a novel. Something like Jules Verne did. But that would be fanciful. It is possible to project into the future some of today's tendencies and arrive at a feeling of what the "tone" of civilization will be like thirty years from now. But the details—the "facts"—of the situation cannot be snatched backward out of the future to where we are standing.

My own feeling—and, of course, I don't ask anyone to place too much reliance on "feelings"—is that the business man of 1961 will be almost completely unlike his counterpart today. In other words, he will not merely be a changed

man. He will be an entirely new kind of man. I don't know much about what he will be doing, but I do feel as though I know a little about what he will be like.

As a matter of fact, if I'm right, he won't be a business man, in the strict sense. *He will be an artist!*

This isn't so startling as it sounds. Just about thirty years ago, H. G. Wells was looking into the future in something the same way. And in his two forward-looking books published at that time—"Anticipations" and "Mankind in the Making"—he, too, prophesied a new kind of man. And the man is here! He is ourselves!

Wells said that soon there wouldn't be what was then called an ordinary man—the plain man—the man in the street. He said in effect—"Thirty years from now the ordinary man won't be an ordinary man. He'll be a mechanic." And so we are.

Who is there today who doesn't know something about gas engines and electricity? Who cannot wire a doorbell or set up an aerial or diagnose the simpler forms of engine trouble when automobiles balk?

But thirty years ago, the only piece of machinery at all familiar to the average, ordinary man was a bicycle. People did not take Wells very seriously. Bernard Shaw rather parodied the notion in his "Man and Superman" with a character named Henry Straker, who dropped his aitches and boasted of his technical school education. Since then, technical school education has become so common that we are not conscious of it as a new thing, and we have all become so gradually conscious of telephones and automobiles and traction lines and elevators and electric irons and toasters that we have almost become the new kind of man without knowing it.

All this, of course, constituted a

Circulations of 3 Dimensions

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Differing from run-of-the-mill newspapers, the SAN FRANCISCO EXAMINER offers circulation *depth* in addition to length and breadth. Length is in number of newspapers sold — breadth, in territory covered. But depth is the ultimate in reader responsiveness, here born of half a century's seasoning . . . plus coverage of the greatest number of high-buying-power families.

San Francisco EXAMINER

LARGEST SPRING ISSUE

IN HISTORY OF TRUE STORY IN



March 1931.....	\$377,000 Net
March 1930.....	332,383 Net
March 1929.....	315,682 Net
March 1928.....	269,140 Net
March 1927.....	190,904 Net

WITH everyone, from President Hoover down expressing faith in advertising as the salvation of business, 1931 space buying must find as many *prospects* as possible.

The bigger the coverage, the more prospects available.

True Story, substituted for a magazine that simply duplicates the old prospects, will enlarge your coverage by some two million families.

Advertisers in True Story practically without exception tell us that the substitution of True Story's unduplicated housewife market—adding *coverage*, but not necessarily *circulation* nor *cost*, — has increased the traceable results of their appropriations.

Almost every day sees a famous advertiser add, or switch from one of his duplicating magazines to True Story.

LARGEST FIRST QUARTER

ORY IN HISTORY OF TRUE STORY



First Quarter 1931.....\$880,353 Net

First Quarter 1930..... 824,977 Net

First Quarter 1929..... 715,964 Net

First Quarter 1928..... 627,282 Net

First Quarter 1927..... 502,711 Net

Some new advertisers this season, are:

Three Minute Cereals

Vanta Baby Garments

Drano

Ceresota Flour

Maxwell Coffee

Cantilever Shoes

Super Suds

National Biscuit Company

Puffed Rice and Wheat

Penick & Ford

Post's Whole Bran

Dole Pineapple

Kraut Packers

Crosley Radio

Procter & Gamble

Furniture Assn.

Cream of Wheat

Calumet Baking Powder

24 CONSECUTIVE GAINS

IN LOCAL DISPLAY ADVERTISING. LINEAGE.

1929 GAINS	Agate Lines
January gain ---	95,313
February gain --	12
March gain ----	12,816
April gain -----	18,044
May gain -----	50,724
June gain -----	5,420
July gain -----	24,741
August gain -----	78,750
September gain --	28,012
October gain ---	215,221
November gain --	78,674
December gain -	30,310

Total gain --- 638,037

1930 GAINS	Agate Lines
January gain ---	31,234
February gain --	63,621
March gain ----	59,851
April gain -----	143,713
May gain -----	196,506
June gain -----	115,988
July gain -----	95,108
August gain ---	39,458
September gain --	145,765
October gain ---	16,777
November gain --	55,789
December gain -	56,490

Total gain -- 1,020,300

A gain of 1,658,337 agate lines in 2 years

**Submitted As An Outstanding Record of Producing
Results for Advertisers in a Daily Newspaper.**

Local retailers on the ground and depending largely on direct results are well qualified to judge the value of a medium.

The Courier-Journal.

Louisville's Only Morning Newspaper

Members of 100,000 Group of American Cities

Represented Nationally By the Beckwith Special Agency

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revolution from without, that was more or less forced upon us; and it spread pretty fast because machines bred machines.

The new revolution will be largely from within, and it may not move so fast or affect the whole mass of humanity quite so intimately. But it *will* affect business. Its effects, indeed, are apparent already.

The artist has definitely influenced business. The seed is planted. Look out for the mighty oaks.

The business man got himself into a new kind of kettle-of-fish when he invited artists to help him with his advertising. Probably he didn't realize what he was letting himself in for, but the thing is done now—and it won't end until it has run its course. Business is infected.

It was bad enough that the artist should want to make advertising so beautiful. That alone caused the business man a lot of qualms. He had to give his attention to an entirely new set of problems—*aesthetic problems*—which had never bothered his father or his grandfather.

But the thing didn't stop there. His beautiful advertising made his product look crude, and he has had to beautify it, and will have to keep on beautifying it, for his competitors are all infected, too. What a world!

Surely the function of a business man—a maker of things—is to produce simply an article of utility. Why drag beauty into business?

Yet here it is. People aren't satisfied to have a machine that will reproduce sounds pretty faithfully. They insist on period casings. People aren't satisfied with a machine that will get them over the ground efficiently and safely. They want stream lines, fine upholstery, color, and artistic radiator caps. They want colored typewriters and oil stoves and fountain pens and what not.

But the worst is yet to come. Wait till we have a new generation with an entirely new conception of beauty. For it is on the way.

At present, the manufacturer who begins to exercise himself

about the beauty of his product is usually forced into aesthetic considerations by the activities of his competitors. And the leader in each industry, who gets all the others going, is usually not animated by any special artistic sense, but rather by the need for a new talking-point, a new kind of distinctiveness over his fellows, that will remove his product from a highly competitive field.

At present, too, the public is not particularly conscious of lack of beauty in a product. Many of them, indeed, are not really appreciative of a product when it has beauty. The discerning appreciate it and buy it. It becomes fashionable—the kind of thing to have. And it is its fashionableness, rather than its beauty, as a rule, that sells it.

M. Luckiesh, in a book on "Light and Color in Merchandising and Advertising," divides the public into three main groups:

- (1) A small non-creative group, unconscious of beauty or its absence.
- (2) A very large uncreative group, conscious of beauty when it is present, but practically unconscious of its absence.
- (3) A very small creative group keenly conscious of beauty and perhaps even more keenly conscious of its absence.

The masses, of course, constitute the middle group, with the morons at the top and the artists at the bottom. And it is the masses that are going to change most. They are going to become more and more conscious of the *absence of beauty*! And more and more they are going to demand its presence in everything they possess. For beauty has emerged from the museums and galleries into the highways and byways of life. It is no longer a matter of grave connoisseurship.

You may remember what Ruskin said:

I know not that if all things had been equally beautiful we could have received the idea of beauty at all, or, if we had, certainly it had become a matter of indifference to us, and of little thought; whereas, through the beneficent ordaining of degrees in its manifestation, the hearts of men are stirred by its occasional occurrence in its noblest form, and all their energies are awakened in the pur-

suit of it, and endeavor to arrest it or re-create it for themselves.

We are becoming more than ever conscious of the inequalities of beauty around us. And the new generation will be more alive to these inequalities than we are, for they will possess not merely more opportunities for comparison, which quickly evokes a strong critical sense, but they will see beauty in a new way.

In the past, beauty has been too much associated with what we have called Art with a capital "A"; and Art with a capital "A" has been kept, for the most part, in museums and galleries and concert halls and libraries. In short, it has been considered a quality of some very few precious objects, created by men of genius, and not a quality common to every object in the physical universe—when looked at from a certain point of view!

It is this point of view that has not been common. But it soon will be.

Not long ago, I was talking to a painter who had just resigned his position as instructor in an art college. "I am only now beginning to realize," he told me, "that to tamper with the sense of beauty in a child's mind is about the wickedest pursuit that a man can engage in. It is bad enough to thrust full-grown notions on the child's intellect; but when you begin to manipulate his intuitions and dwarf his perception of beauty—and perhaps his proper apprehension of the whole harmony of nature and of life—by making the mere copying of objects the end and main pursuit of art, you are limiting his capacity for experience. And if there is such a thing as sin, that is it. The average art school degrades the pursuit of beauty to the acquiring of a technique for snatching realistic likenesses from nature. Rare is the teacher who has the ability to awaken in the child that manner of looking at nature which leads to an intuitional apprehension of the unity of life. Usually he deadens it."

When you talk to artists now-

adays—especially the younger ones—you will find this close relationship between art and life, or more properly, beauty and life, very vividly emphasized. Art is no longer concerned with the antique or the traditional and rather sentimental subject-matter of so many masterpieces of the past. It is concerned with relationships of form and color and rhythm which may be found in a vista of shack-roofs or cafeteria tables as well as in the Alps or the Himalayas. Apples are seen to be as beautiful as madonnas. And when a young generation grows up, unspoiled by the old art environment with its insistence on the selection of subjects of so-called sublimity, the apprehension of beauty in the simplest and humblest things and their relationships to one another will be tremendously intensified.

And then the business man will have to look out. Tawdry art and gaudy ornamentation will not do for these newcomers. The demand will be ever for more simple and more austere beauty in every article in common use, as well as in the usual art objects with which homes are at present furnished and decorated. For that is the direction taken by a sense of beauty that is divorced from subject and sentiment. It finds its pleasure more abstractly in the balance of parts and the harmonies of color, rather than in faithfulness of reproduction or tricks of technique.

Inartistic people will tell you that the new mode in art is almost pure intellectualism. Actually the reverse is true. It is an intellectual process to look at a picture and say—"yes, that's just like a sky I saw once in Maine"—or—"this belongs to the Barbizon school." But it is a matter of pure aesthetic feeling to recognize in a color harmony or an arrangement of planes some subtle emotional quality—at inexpressible in words as one's reactions to great music—which delights us without associations of any kind.

Adolfo Best-Maugard, in his book, "A Method of Creative Design," which is intended to awaken this recognition and lead

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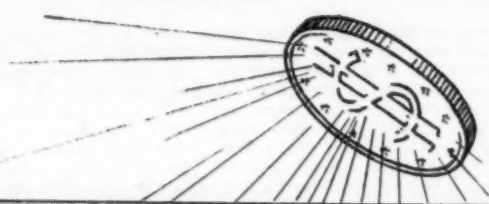
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YIELD

This might seem a strange time to talk about yield—much less about investment. But here's an investment that returns a yield no advertiser can afford to ignore—especially right now.

You invest a small amount in Sunday New York American space . . . put your sales say—so before a million

families . . . 752,115 of whom live in or within 50 miles of New York City . . . and 69.3% of whom read only the Sunday American, are duplicated by no other Sunday newspaper.

Your yield—a more than proportionate share of \$2,000,000,000. For that, conservatively, is the yearly amount of liquidated cash which Sunday American readers have to spend.

**SUNDAY
NEW YORK AMERICAN**

a Million Families and a Million Spenders



the way to this delight, claims that we are entering a new period of evolution in which the emotions which give rise to thoughts will be given more concern than the thoughts themselves. "We begin to realize," he says, "that the actuation of this new period of evolution is going to manifest itself in comprehension of the *feelings* and their functions and this is going to be the characteristic by which this future period will be ruled, as the characteristic which rules the period which we are just completing was *thought*."

It sounds like a very abrupt about-face, especially for the business man, who is only now perfecting the processes of organizing *thought* to his own ends—the thought, that is to say, of his employees, his salesmen, his dealers, his prospects and his customers—just as he previously perfected the mechanical processes by which his goods were produced.

It would look as though the perfection of merchandising and advertising schemes based on logic and reason-why will hardly have been completed before the trend will set in an opposite direction, and the poor harassed business man will have to learn a new set of tricks.

The demand in 1961 will be for articles of utility plus beauty. Beauty, remember, not prettiness or ornateness. They are common enough today.

And in those days, the mechanical type of man who engineers the utility of the product will probably play second fiddle to the artist who designs it. For utility, by that time, will be very much taken for granted, and its refinements pretty well exhausted. Whereas the pursuit of beauty is an inexhaustible quest.

The mechanic and the engineer have had their heyday. Soon the artist will step out from the despised ranks of vagabondage, where for centuries he has kicked his heels, awaiting the "commands" of patrons. He will be exalted above the people, as were the princes of former times. He will be the merchant-artist-prince of the second half of this century.

Let no one comfort the business man with the glib assurance that the masses have never appreciated art and never will. The masses have never had a chance. Art has been locked up in temples and cathedrals and museums and galleries for the enjoyment of the feudal few until the day before yesterday. It has escaped. It is free. It is no longer precious. It is the common possession of all. Never before have the masses had the opportunity to see and compare and appreciate and possess beautiful things. And just one beautiful thing reveals the tawdriness of all the rest and awakens irritation and impatience with things of lesser worth.

The future of the hard-bargainer and the go-getter and the reason-why-thumper looks far from rosy. Mechanism and commercialism and go-getting have themselves opened the museum doors and have strewn their treasures before the public gaze, forgetting the retribution that ever descends on those who bring down fire from heaven. Processes of reproduction and duplication will compass their own destruction. Soon the world will spurn duplicates and replicas and adaptations of past works of genius. It will demand genius of its own hour and of its own habits and conditions. It will demand new beauties appropriate to the utility of whatever fulfils its needs. And the dynasty of business, at whose door all the sordidness and ugliness of modern life have been laid, will ironically produce successors whose magnificent privilege it will be to beautify the earth beyond all ancient dreams.

Hugh McKay with Joseph Katz Company

Hugh McKay, formerly with the Crowell, Crane, Williams Company, Chicago advertising agency, and, before that, with Lord & Thomas and Logan, Inc., for over seven years, has joined The Joseph Katz Company, advertising agency, as vice-president in charge of its New York office.

Death of C. C. A. Baldi

C. C. A. Baldi, publisher of *L'Opinione*, Philadelphia daily Italian newspaper, died on December 28. Mr. Baldi was, for many years, active in the Poor Richard Club of Philadelphia. He was sixty-eight years old.

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Something Has Happened In PITTSBURGH

First—In Sunday Department Store Linage—

With or Without the First Two Months

Media Records, Inc., for the first eleven months of 1930, shows the Sun-Telegraph FIRST in Sunday department store advertising in Pittsburgh. Similarly The Sunday Sun-Telegraph is shown to lead in department store advertising for the past nine months*. The predominance of the Sunday Sun-Telegraph, in the latter instance by 98,398 lines, possibly may be accounted for by the fact that the Sunday Sun-Telegraph has the greatest circulation ever attained by any Pittsburgh newspaper, leading its only competitor by more than 77,000.

TIMES HAVE CHANGED IN PITTSBURGH

*During the first two months of 1930, seven of Pittsburgh's largest department stores were out of the Press, which carried only 123,095 lines of department store advertising during that period.

All figures by Media Records, and exclude only lineage in the Press "stuffer section".

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

Where Selling Should

"Most of our economic misery comes because we won't realize that after a certain point, it always costs more to 'manufacture' (sell) lots of 1,000 customers than we can possibly save by manufacturing lots of 1,000 articles."

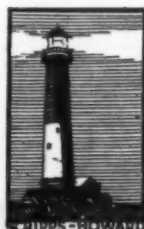
—K. M. GOODE

ADVERTISING & SELLING 12-24

IN order to reap most profit from a Cleveland sales campaign, marketing executives must realize that, with few exceptions, the cost of securing customers beyond the 35 mile radius of the TRUE Cleveland Market is greater than the profit secured from the additional volume.

Cleveland, unlike most large American markets, is surrounded by numerous other markets which must be sold as individual units. Cleveland newspaper circulation is

MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.



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ST. LOUIS

Stop!



These cities is too thin to be of much value to advertisers. Only thru local newspapers can advertisers build adequate consumer demand and win cooperation from local dealers.

Pictured here is the TRUE Cleveland Market, small and compact, 35 miles in radius, 1,532,169 in population. Only within this area does Cleveland newspaper advertising function profitably.

Cleveland newspaper advertising is effective and profitable only in The TRUE Cleveland Market. Here alone live the great mass of people who read Cleveland newspapers and buy in Cleveland stores. The Press, with 94% of its circulation concentrated in The TRUE Cleveland Market, among people of all classes and all living standards, is the logical sales medium to eliminate waste and build profits in this rich area.

The Cleveland Press

SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

What They Say about the NEW Data File

ADVERTISERS

"**M**AY I compliment you on the completeness of your presentation? It will be used many, many times."

"Your file is highly appreciated, excellently compiled, and sufficiently comprehensive."

"This is an excellent way to file this data."

"Good idea. Thanks."

"You are to be complimented for your effort to place complete information in the hands of your advertisers."

Individual filing jacket, containing five four-page printed data sheets, as follows:

- Data Sheet No. 1 . General
- " " No. 2 . Editorial
- " " No. 3 . Circulation
- " " No. 4 . Advertising
- " " No. 5 . Mechanical

This information is additional to that contained in A B C statement.
Complete folder, or separate data sheets, on request.

ADVERTISING AGENCIES

"**I**T is impossible to accept your data file without comment and congratulations on the excellent and complete job you have done."

"Whoever is responsible for the STEEL presentation, deserves our compliments and commendation. It is the most helpful presentation in the trade paper line I've seen in recent years."



STEEL

For forty-eight years—IRON TRADE REVIEW
Published Every Thursday

CLEVELAND . NEW YORK . PITTSBURGH . CHICAGO . SAN FRANCISCO . LONDON

Official Yearbook Publications

Daily Metal Trade • The Foundry • Machine Design • Abrasive Industry • Automotive Abstracts • Marine Review • Power Boating

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How Color in the Factory Helped Sales and Advertising

Painting Machinery Harmonizing Colors Led to Product Improvements That Gave Arch Preserver Shoe Salesmen and Advertising Some New Talking Points

By A. F. Donovan

Vice-President, E. T. Wright & Company, Inc.

WHAT have the sales and advertising departments to do with color in the factory?

Ordinarily, little or nothing. But when a few dashes of color reduce the accident rate two-thirds, increase production and morale, transform the factory into a place of brightness and beauty, and improve the quality of the merchandise—then it is distinctly a matter of interest both to the sales and advertising departments.

In the present-day competitive struggle, it is that additional 2 per cent of quality which is reflected in workmanship, durability or style, that often means the difference between a turn-down and an order. Because such small details of refinement are of decided interest to the sales organization, this story of the effect of color in the plant of E. T. Wright & Co., Inc., Rockland, Mass., manufacturers of Wright Arch Preserver Shoes for men, may have some suggestions of sales value.

In the E. T. Wright factory, color has been made primarily the ally of production for its tangible as well as its psychological effects. Improvements in the product which have given salesmen a new selling point and dealers an additional interest are a plus value.

A trip through the factory will reveal how color has been applied to do certain definite things. Here, for example, is a battery of staple-lasting machines finished in orchid; there a row of heeling machines in orange. Going a little farther one sees heel and edge scouring machines in green and edge trimmers in ivory.

It all began with a workman who was having trouble with his machine.

A. W. Donovan, president of the

Wright company, made a personal investigation. As former chairman of the Massachusetts Industrial Board to improve working conditions in factories, he naturally looks for causes. He saw a black shoe being made on a black machine. No contrast between machine and shoe.

"Let's try painting the machine green," he suggested.

Painting the Machinery Resulted in Improvement

The workman did so. Immediately the difficulty vanished. The operation which the machine called for was performed better, more easily, in less time, and without eye-strain or nervous tension.

Other workmen saw the value of color. They began to paint their own machines and in their own way.

In order to insure harmony and the best possible colors to use for various operations, Mr. Donovan co-ordinated the artistic efforts of the men. Meetings were held and color schemes for the various sections decided upon.

The effect was electrical. Production curves mounted, the workmanship—already of a high standard—was improved. Shoes were better made and better finished.

A careful survey made of accident ratios for various periods revealed the startling information that the use of color eliminated two-thirds of the accidents in the plant.

On the psychological side many interesting facts were noted. There was an increased tendency toward personal neatness on the part of workers and, generally, an improved attitude of the men toward their jobs and their employer.

Many men came forward with

PENDLETON

*Oregon's
Home of the
"Round-Up"*



HOST each September to 50,000 people attending the annual "Round-Up," Pendleton is cattle capital of the Pacific Northwest. Beef cattle, dairy cattle, and sheep bring an income of almost \$3,000,000 each year.

Umatilla County (Pendleton is the county seat, thus bringing even more trade from miles around) produces \$15,000,000 in agriculture and livestock annually. Grain—20% of Oregon's wheat comes from the Pendleton area—fruit, livestock, hay, dairy products, poultry, and wool all keep Pendleton's coffers filled the year around.

Flour and woolen mills and saddleries provide an industrial payroll, augmented by

many smaller plants. Pendleton's isolation explains why it is the center for two large food and building wholesalers. Small wonder that 30% of the \$6,663,000 bank deposits are savings accounts.

The East Oregonian's ABC circulation of 3,231 covers completely this widespread market each evening. Full leased wire service of the Associated Press and complete NEA feature service of pictures, comics, cartoons, and special stories make the East Oregonian's readers as happy as its advertisers.



Every day 206,265 Oregon buyers read these twelve
Mogensen Newspapers:

Albany Democrat-Herald	Medford Mail Tribune
Ashland Tidings	Oregon City Enterprise
Astoria Astorian Budget	Pendleton East Oregonian
Grants Pass Courier	Roseburg News Review
Klamath Falls Herald-News	Salem Capital-Journal
La Grande Observer	The Dallas Chronicle

M-C MOGENSEN & CO. Inc.

New York
Chicago
Portland

San Francisco

Detroit
Seattle
Los Angeles



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the statement that fatigue and eye-strain had been greatly reduced, and that their increased efficiency had enlarged their earning capacity.

In brief, the benefits of the Wright System of Color in Industry may be summed up as—

1—Elimination of eye-strain.

Color contrasts the product against the machine, resulting in finer and more uniform work without unduly taxing the eyesight.

2—Elimination of fatigue and nervous tension.

3—Reduction of accident rate.

4—Improved morale. Better attitude toward work. Better personal appearance.

5—Increased production.

As an illustration of the improved morale may be cited a spirited rivalry between various departments in the factory to have the best-looking and cleanest equipment.

From the advertising and sales viewpoints a feature of great value is the favorable impression created by the color idea upon visitors, many of whom, of course, are buyers.

Angles on Space Buying

The Space Buyer Who Gets Away from His Desk Secures First-Hand Information

By Frank G. Hubbard

Vice-President, Fuller & Smith & Ross, Inc.



IF you asked me to give any advice to space buyers, I would say: Get away from your desk more than you do.

By this I do not mean longer vacation periods, but I do have the feeling that space buyers generally do not travel as much as they should for purely business reasons.

This country of ours is a collection of communities, each with a personality of its own. You can classify for the purpose of statis-

tics that there are so many cities between 25,000 and 50,000 population—and then what have you got?

Perhaps by a series of charts you can reduce these figures to possible or potential sales at a definite average cost and feel reasonably satisfied.

But if you knew the community personality of each city through personal observation, you would not be relying on statistics alone and your recommendations would reflect an enthusiasm due to this first-hand knowledge that would make your job easier.

Perhaps you might say in answer to this that it would take a great deal of time to visit all the places you think necessary.

This I will grant you, but a great deal of the traveling could be part of the training required to qualify as a space buyer.

Rate cards and audit bureau statements are necessary and valuable tools for the space buyer to work with, but they cannot perform in incompetent hands any more than a surgeon's knife.

The more first-hand information a space buyer obtains the greater is his competence.

What Groucho Says

Has Business Been Camping in the Woods?

HAD lunch with Bender of Bender Tires, and Atherton of K. C. For once old Groucho kept his mouth shut and listened.

"It looks to me, Mr. Bender, that hard times are about over. Don't you think so?" So said Atherton.

"Dunno, Mr. Atherton, I'm afraid we like hard times too well." That made Atherton gasp and Bender went on: "What have you been doing to meet conditions?"

"Oh, we've reduced production, cut off 20 per cent of our sales force, factory at about 80 per cent of normal. We keep our advertising up and will make our normal profits. But I can't say that we like it."

"Not so sure about that, Mr. Atherton, not so sure. You've put a stunt over, you've kept your profits up, you like that. Things were humming a couple of years ago and you were riding the wave. Now you've shown that a loyal, fighting organization can swim in the trough of the wave, and you like that. Thousands of men have found undiscovered power in themselves the last year, and they all like that."

"Of course, Mr. Bender, but we all like prosperity more."

"Don't believe it, quite. If we did we'd be having it now. There's wild adventure in hard times. Chance for ingenuity, practice in self-reliance, sporting air, see? Been living in rich mansions since 1920. We felt the need of camping out for a while."

"Great fun, camping out. You make a bed of boughs and you sleep. You catch some fish and make some soda biscuits and you eat like a hog. You rig up a little mirror on a tree with a homemade shelf under it and you have a luxurious shave, even if a few ants get into the lather. You bust your only pipe and you whittle one out of corn cob or a stick and you wouldn't trade it for a \$50 meerschauum. You hear the owls at night and you get delicious creeps

of fear. Your chief danger is that you may not know that poison ivy has clusters of three leaves. You wear old clothes and feel nice and tough.

"In a way, business has been camping out and enjoying it. Those few scratches on the shins don't hurt much, and that unskilfully made rabbit potpie tastes better than anything the peerless Adolph has ever cooked for you. Personally, it's been something like that with you and me."

"But, Mr. Bender, I don't enjoy camping out."

"Perhaps not in the woods, but in business you've been getting quite a personal kick out of it. The figure men told me there's a definite limit in tire and rubber consumption. Looked as if my favorite briar pipe had been busted so we whittled a new one, dug up an outlet that others hadn't seemed to think important and we kept away from poison ivy, same as you did. Takes a good man to keep away from poison ivy. But when you've had your fill of camping out, your own private bathroom at home looks awfully good—plenty of hot water, razors in place, you know. That's why we shall go back home to prosperity."

"Mr. Bender, when do you think business is due to go home from the woods?"

"Just as soon as it gets tired of camping out and knows it. It went camping cuz it was overfed and stale. Though you're willing to go home, you never get quite tired of camping out. There's a new bunch of men in business who are making a big success at roughing it right now. Watch them."

"Oh yes, it has been hard on the hired help. When you cut off one-fifth of your people, you reduced your own market. Maybe you couldn't help that. We didn't reduce our force, but we have reduced our surplus a bit. I've a hunch that maybe that's one of the things a surplus is for. I have another hunch that if a part of all

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We Enter 1931 with a Record Circulation

The average net paid circulation of the Tampa Tribune for the month of December was the highest December circulation in the history of the paper.

This record...46,000 daily...was achieved without offers of prizes or bonuses to readers...without the aid of circulation schemes to force sales. Readers buy the Tampa Tribune because they like it, because the Tribune is the newspaper that meets all their requirements.

Eighty-five per cent of the Tribune's readers have their paper delivered direct to their homes, and ninety-five per cent of all subscribers living within 100 miles of Tampa receive their paper before 7 a. m.

1930 Federal Census

Tampa and Suburbs 119,000

Jobbing Trade Area 750,000*

*More than half the population of Florida.



TAMPA, FLORIDA

The Beckwith Special Agency, National Representatives:
New York, Philadelphia, Detroit, St. Louis,
Kansas City, Atlanta and San Francisco.

The Sawyer-Ferguson Company
Chicago Representatives



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PENNIES BE WRONG!

DURING "dear old" 1930 Chicago bought 47,917,923 copies of the Daily Times, at 2c per copy! And it bought more each month than the month before. In December Daily Times circulation reached a new high of more than 170,000!

By buying the only 2c afternoon newspaper in Chicago, Daily Times readers conserved for their budgets \$479,179.23 in extra buying power for merchandise advertised in its columns.

Daily Times circulation will continue to increase in 1931 because it is a *good* newspaper. And as its circulation increases, it leaves still more buying power in the pockets of its readers.

The lowly penny becomes a mighty factor to be considered when buying agates in Chicago's afternoon field!

DAILY  **ILLUSTRATED TIMES**
CHICAGO'S PICTURE NEWSPAPER

National Representatives: The Sawyer-Ferguson Co.

Palmolive Building, Chicago

295 Madison Ave., New York

surpluses were used that way we'd keep our markets up to a high buying pitch cuz you know and I know and everybody knows that people like to buy."

"Excuse me, Mr. Bender, but while I think your simile is interesting, I don't think it is a perfect comparison."

"Neither do I. There isn't any perfect comparison, not even between two speakeasies run by brothers on the same block. That's what our business camping trick is showing us, that with bigger systems we need to breed bigger men, even if poison ivy and mosquitoes and red ants have to take a hand in their education."

GROUCHO.

Salt Lake City Plans 1931 Campaign

The Salt Lake City, Utah, Chamber of Commerce is working on plans for continuing its community advertising through 1931. No definite appropriation has been set. No drive for funds will be made. Indications are, it is reported, that voluntary subscriptions will provide the necessary money for financing the campaign.

C. G. Vienot Starts Own Business at Boston

Carl G. Vienot, formerly with Dickie-Raymond and The Porter Corporation, Boston advertising agencies, has started a direct-mail advertising business at that city under his own name. His offices are located at 161 Summer Street.

Appoints Procter & Collier

The St. Nicholas Plaza Hotel, Cincinnati, has appointed The Procter & Collier Company, advertising agency of that city, to direct its advertising account.

Granite Account to Blaker

The H. E. Fletcher Company, West Chelmsford, Mass., Chelmsford granite, has appointed the Blaker Advertising Agency, Inc., New York, to direct its advertising account.

Joins Mendte-Johnson

Miss Henriette Harrison has joined Mendte-Johnson, Philadelphia advertising agency, as radio counsel. She was formerly with The Blow Company, New York.

Now General Milk Company

The American Milk Products Corporation, New York, has changed its name to the General Milk Company, Inc. The change is one of name only.

Mercer Motors to Churchill-Hall, Inc.

Mercer Motors Corporation, Elkhart, Ind., which has been reorganized, has appointed Churchill-Hall, Inc., New York advertising agency, to direct the advertising of the new Mercer line of motor cars, which includes eight models, all of which are straight eights. Production is now under way and deliveries are planned within a few weeks. New dealers are now being appointed throughout the country.

V. F. Blake Joins "The Chatelaine"

Victor F. Blake has joined the MacLean Publishing Company, Ltd., of Toronto, and will be on the advertising sales staff of *The Chatelaine*. For the last three years he has been advertising manager of the Willys-Overland Company and before that was for three years with the Toronto *Globe*.

Death of M. W. Dickey

Maurice Woodburn Dickey, for several years president of the Union Newspaper Company, Springfield, Mass., publisher of the Springfield *Union*, and managing editor of that paper, died on January 5, at that city. Mr. Dickey was also president of the New England Regional Division of The Associated Press. He was fifty-two years old at the time of his death.

Utica Sheet Account to Hoyt Agency

The Charles W. Hoyt Company, Inc., New York advertising agency, has been appointed to direct the advertising account of the Utica Steam & Mohawk Valley Cotton Mills, Utica, N. Y., Utica and Mohawk sheets and pillow cases.

Tyson Agency Has Saw Account

O. S. Tyson & Company, Inc., New York advertising agency, has been appointed by Clemens Bros., Inc., Middletown, N. Y., to direct the advertising of special saws. This does not include the company's hacksaw advertising.

Hires Root Beer to Mark O'Dea Agency

The Charles E. Hires Company, Philadelphia, maker of Hires Root Beer and other beverages, has appointed Mark O'Dea & Company, Inc., New York advertising agency, to direct its advertising account.

New Account for P. F. O'Keefe Agency

Huber Galleries, Inc., New York, manufacturer of furniture, has appointed the New York office of the P. F. O'Keefe Advertising Agency, Inc., as advertising counsel.

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Jan. 8, 1931

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BREAKING ALL THE RECORDS
FOR THE FIRST QUARTER OF
1931 WITH THE

**LARGEST
MARCH
DELINEATOR
IN
59 YEARS!**

CONTINUED ON NEXT PAGE

THE
LARGEST MARCH
AND THE
LARGEST
FIRST QUARTER
IN 59 YEARS

The March, 1931 issue of Delineator has now closed with the largest number of pages of advertising of any March in the magazine's history.

One can even search our ancient records and not find a rival issue—for March will carry 79 pages of advertising.

The whole first quarter of 1931 is also a record breaker. Delineator has made a gain of 8.4% in lines and of 8.7% in revenue in comparison with the first quarter of 1930.

Orders on the books for the balance of 1931 now indicate a record-breaking year in every way.

HOW MANY "FIRSTS" CAN YOU COUNT?

The significance of this progress for the new year of 1931 can only be understood, however, by examining the previous four years' record on which it is founded.

DELINEATOR has gained \$3,972,000 in advertising revenue in four years.

DELINEATOR is first in revenue gain among the six women's magazines with a margin in its favor of nearly \$1,000,000.

DELINEATOR was first in page gain in 1930 with an increase of 82 pages.

DELINEATOR was first in revenue gain in 1930 with an increase of \$1,669,000, or 65.7% of the total increase of the six women's magazines.

DELINEATOR was first in circulation gain for the last four years and first in 1930.

DELINEATOR'S print for February is the largest in its history.

DELINEATOR guarantees 2,600,000 with April of 1931.

CONTINUED ON NEXT PAGE

The desire of the progressive wing among women for at least one modern women's magazine has now expressed itself for more than four years in a dramatic growth in Delineator's circulation.

The desire of manufacturers for a market among these women has expressed itself for more than four years in a dramatic growth in Delineator's advertising.

DELINEATOR

GUARANTEES 2,600,000 WITH APRIL, 1931

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of the letters carried serious complaints, some of which were justified, every one was written in the same spirit of good sportsmanship in which our letter was sent, showing that the approach created a man-to-man, all cards on the table, attitude.

In many cases a customer went out of the way to write when he need not have troubled to do anything.

Even if the customer hadn't gotten away, he was pleased at being asked for his business, and therefore a better customer. We found that in many cases where the letter was sent to customers who had not bought for a long time for a perfectly good reason, the mere fact that we were solicitous about their business and expressed regret at possibly losing it, seemed to flatter the customer and please him because we felt his few small orders were of sufficient importance for us to want them, which, of course, we did.

One customer, a woman, wrote:

I purchased 2 tons Nut coal from you. July 18th 1929, as you will see by inclosed Bill. (you need not return it as I have check returned). Coal was very good, had quite a good deal of coal in bin when I bought it so have not had to buy any since. Hope to get my next supply from you.

HELEN J. BOARD.

Sometimes we got valuable information that could be used later in selling:

Our house at Pomona is only a Camp but we expect to resume business again with you in due time. Thanking you,

E. R. BAILEY.

You haven't lost a "good customer." I had a delivery made about the first of September. Look it up.

WM. N. HEALER.

In a case like the last one quoted, where we had the wrong delivery record, we were able to correct our books and avoid future possible mistakes.

Again, the type of human-interest replies that we received were very gratifying, showing that the letter struck home and gave the impression of sincerity on our part. For instance:

We had quite some coal left from last year which we made do & then we bought some bags of coal from our ice man, money was very scarce bussiness very poor but as soon as possible I'll send my order to you I need some lumber too, why leave you, you always treated me right, but without money we can't do nothing even rooms in the house idle all winter. Now I thank you for writing to me & I wish you A Happy Easter.

MR. L. ROMANELLI.

I had all of the replies come direct to me, because I wanted to see how people were reacting to the letter and whether it would need to be changed. Curiously enough, the letter seemed to appeal to all classes alike, right from the common laborer to the "best families," showing that human nature is fundamentally the same.

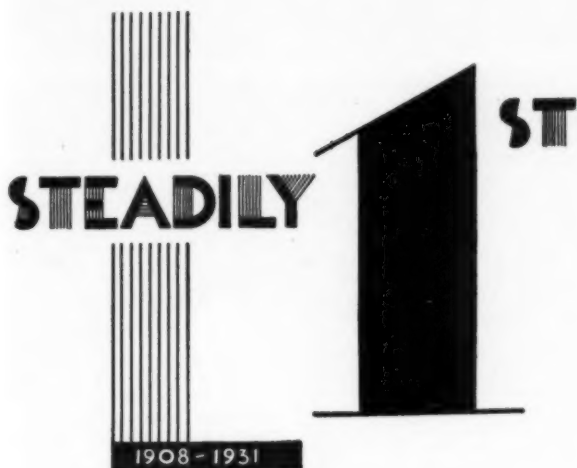
The response to the letter proved, first, that the letter itself was a good one; and, second, that there were quite a few customers who still felt very friendly toward us, and would welcome the slightest opportunity to bring their trade back to us. It was nice to know that although we may have lost them temporarily, they still had a warm spot for Comfort and would probably be back in the fold again.

Roughly the replies sifted down to about a half dozen general classifications. We divided them accordingly and then answered them. As a rule, form letters seem stiff and stilted. However, we found that by using variations of certain letters and changing them to fit each individual's case, the dictation required was reduced to a minimum and yet they were essentially form letters. Every reply was promptly acknowledged with a personally typewritten letter to the former customer over the signature of an executive of the company or a local manager the same day it was received!

I. "Silent" Complaints

We don't mind having customers' complaints come in. To the contrary, we encourage them. We want to know what's wrong with our merchandise or our service or our contact.

It is the silent complaint that is



23 YEARS

of leadership, in itself, is indicative of a good medium, but advertising leadership continuing uninterrupted for nearly a quarter of a century verifies public confidence, reader acceptance, prestige and influence . . . clearly shows an outstanding, adequate medium. In Cincinnati, it's the Times-Star ALONE.

THE CINCINNATI TIMES-STAR

"THE KEY TO THE CITY"

Eastern Representative:

MARTIN L. MARSH

60 E. 42nd St.

New York City, N. Y.



Western Representative:

KELLOGG M. PATTERSON

333 North Michigan Ave.

Chicago, Illinois

most dangerous in any business, particularly ours. Where a customer feels that things have not been up to standard, and without complaining to us goes elsewhere—that is the worst complaint of all. It doesn't provide a chance to do anything to hold the customer or keep the trade.

One of the biggest things our half-way letter did was to bring out a lot of silent complaints. Incidentally, the small things that make for dissatisfied customers are surprising.

It might be a matter of credit. You'd be surprised at the number of people in the United States who do not understand the nature of credit.

There is still a great work to be done in credit education which will help sales in business in general all over the country today. People don't understand. A thing like this brings it to a head and allows the credit department to get busy and regain the customer.

Sometimes it is a case of unsatisfactory coal. About 98 per cent of the complaints investigated where it is claimed the "coal won't burn, and gives no heat," go right back to defective burning and heating equipment, drafts, etc. However, the coal is always blamed, and it is very important to find such complaints immediately so as to straighten out matters. We find many customers are loath to telephone us or to write us, and it was only our half-way letter that showed us where satisfaction had not been given and enabled us to follow up these complaints which invariably lose business.

To such complaints in general we found the following letter particularly effective:

Dear Mr. Johns:

I was awfully sorry to hear you had gotten some coal which was not up to standard. There was a period of stress right after the last strike when the preparation of coal obtainable, even with our excellent mine connections, was not what it should be, but for the past three years, I must say the quality and grade, as well as preparation of our coal has been fine, sometimes exceptionally so.

Still it may be that you might have gotten a "bad spot" out of a

certain carload. This sometimes does occur. In such cases we guarantee all our coal, and are pleased to take it out of your cellar and replace it with fresh coal of satisfactory character.

This does not occur very often, but when it does, we stand right behind our quality in that way.

I only wish that you had gotten in touch with us then and given us the opportunity to do this for you. I do hope too that you will not condemn us and cut us out permanently on account of this unfortunate delivery, or it may have been two successive deliveries, which is unusual, but still could be possible.

Kindest regards, and thank you so much for your frank and kind response to our half-way letter. It was nice of you to take the trouble to reply, and we appreciate it.

II. Just Drifted Off

Quite a few people, unless conscientiously followed, will drift off during the course of time, for no particular reason. Again, it is the case of cultivating your old customers or losing them.

We found that customers were actually hurt when they were not asked for their business. They may complain about direct-mail circulars, house-to-house canvass, or telephone solicitation, but down in their hearts they are hurt if they are not asked for their order, and flattered when you do ask for their business. This is a sample:

I get unlimited credit—and after I bought coal from you the first year my business was *not asked* for the next. Aside from this reason your coal is all right!

There is really quite a large proportion of trade which drifts around from one dealer to another, and it takes care, close attention, good service and high-quality merchandise to hold such customers longer than a year. Our half-way letter not only brought this out, but showed it was an effective means of turning floaters and drifters into permanent, year-after-year customers.

III. No Longer in the Market

In many cases, the response was that customers were no longer in the market for coal. For example:

We have rented our Dumont house and moved to an apartment in Ridgefield Park. Your coal and service were very satisfactory. Shall

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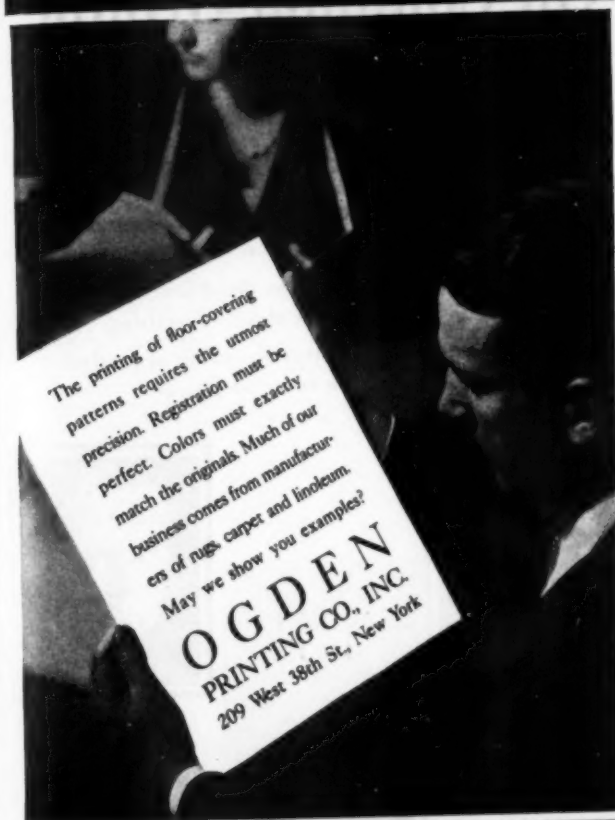
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The printing of floor-covering
patterns requires the utmost
precision. Registration must be
perfect. Colors must exactly
match the originals. Much of our
business comes from manufactur-
ers of rugs, carpet and linoleum.

May we show you examples?

OGDEN
PRINTING CO., INC.
209 West 38th St., New York



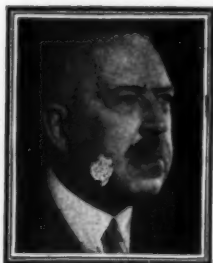
On Common Ground

A LOT of things are needed for the building of a profitable business. Chief of them all is common sense.

It's the basis of a successful advertiser's business. It's the basis of our own. So we are really working with the advertiser on common ground.

He tells us what he knows about his business. And we add what we know about advertising.

There can be no mystery to selling a product when both of us stay on common ground.



WILLIAM H. JOHNS
President
New York



D. T. CARLISLE
Account Representative
Boston



RALPH ROLAN
Account Representative
New York



RICHARD R. BLACKWELL

Writer
New York



JOHN KELLY

Manager, Publicity Department
New York



WILLARD FAIRCHILD

Art Director
New York



MARY SCANLAN SPIER

Secretary, Radio Department
New York

Batten, Barton, Durstine & Osborn

INCORPORATED

ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

be pleased to trade with you again when the occasion arises.

Please note that the emphasis in our half-way letters was entirely on coal. We sell a great many other products. A person may be out of the market for coal, and yet be able to buy from us hundreds of items of houseware, hardware, paint, building materials, lumber, toys, glassware, home furnishings and other items which we carry.

Again, some customers have installed oil burners. Others, strangely enough, are burning wood.

We wrote these people telling about the other lines we carry and asking them to favor us with their business.

Dear Mr. Brown:

We certainly regret losing your coal trade at this time, but besides coal, you are probably using a lot of things around the place this spring, and if we can take care of you on any of these too, we would only be too glad to. You might glance through our "Spring Necessities" catalog-list and see if there are any things there you are interested in. Though the prices are low, the grades and quality of every article are "right," and most of these items are right in stock at our Comfort River Edge Store near you where you could drop in and look them over. If you need anything along that line, you can usually hop in your car and get it in a few moments. If it isn't actually there, it can be obtained for you on a day's notice.

The Emerson branch is also quite near, and can take care of anything you may need on these items.

So we hope, although you can't do anything for us any more as regards to your coal, that you will be kind enough to keep us in mind on some of these other things.

Kindest regards, and thanks so much for your kind response to our half-way letter. It was nice of you to take the trouble to reply, and we appreciate it.

Very often a customer thinks of a house in terms of one product only, and when he or she is out of the market for that item, it never occurs that he can still patronize us for other products. In most cases, we have found old customers are particularly willing to give us some of the other business when they are no longer able to give us their coal order. This policy of selling other items in your line to old customers who are temporarily

or permanently out of the market for the product they formerly bought, is a very fruitful field for sales follow-ups.

IV. Personal Friendship

A great many customers are taken away on the basis of personal friendship. Business usually gravitates to friends.

In almost every case their reply was actually apologetic and the thought that we cared about their business and had asked for it made a distinctly favorable impression, proving one of the biggest things we discovered from our half-way letters: *People like to be asked for their business!*

In such cases we found it best to accept the situation and wait for some defection to send them back to us, stressing ourselves as being very willing to serve them whenever and wherever possible. Here is a letter which has proved particularly successful:

Dear Mr. Jones:

Naturally there are times when we like to, or feel it wise to, place our business with our friends. Possibly, however, this situation won't continue to exist with you, and if it does pass or the conditions change, we certainly hope that you will be kind enough to think of us and come back to us for your coal again. We are only glad that you left us through no fault of ours, as to either quality or service, and that you consider all your transactions with us fair and satisfactory.

Besides coal, probably you are using other things around your place, and if we can take care of you on any of these too, we would appreciate it. You might glance through our "Necessities" list and see if there are any things there you are interested in. Though the prices are low, the grade and quality of every article are right, and most of these are in stock at our Comfort Community Stores, and we could have them to you within a day.

Any other business or purchases you find yourself in the market for of products we carry, we would be tickled to death to take care of you on, and only hope that even if we have lost your coal business this year, temporarily, we hope you will think of us on your other purchases. Perhaps in this way we can make it up so as not to lose you entirely as our customer and friend, for we do want your trade.

We would very much indeed like to serve you also on coal now while you can still make a pretty good profit during these coal bargain days.

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As a rule, personal friendship is not a sound basis for business, and trade gravitates to the best merchandise and best service, and best treatment. We simply want to make sure in every case that our former customers realize that we have no bitterness toward them because they left us, understand their position fully, and the minute they can, with free conscience, come back to us, they will certainly be welcome. That's the idea we want to keep in the back of their minds, as well as the fact that they continue to buy our articles from us besides coal in our rather full complete home and house furnishings line.

V. Trade at Home

There were quite a few who gave this as a reason for leaving us.

It seems as though there isn't much one can say to an argument like this. The best way is to take it on the chin and be a good sport about it. Some day the customer may change his mind, and if you have left a favorable impression with him, you will be the first one he will think about and you will probably get his business back. To such we reply:

Dear Mr. Weller:

Thanks ever so much for your kind remarks and response to our half-way letter. We wouldn't want to ask you for a minute to change. We can sympathize entirely with your viewpoint of wishing to patronize "home industry" and feel that your stand is highly commendable.

There are probably a lot of other things, however, that you need or use around your house which you cannot purchase in Maywood. In that case, we would appreciate it if you would get in touch with us and continue kindly to trade with Comfort. We would appreciate any business that you could still turn our way, and we do want to tell you we appreciate your frank answer and response to our half-way letter.

P. S. No matter where you are buying your coal, a material price drop is expected on May 1st, and just as a tip the prices will then be the lowest probably for a whole year, so don't miss buying your coal sometime during the month of May. You'll save considerable money by it.

Like personal friendship, no amount of "Trade at Home" slogans can keep business at home if

the quality, price, service and courtesy are not equal there to what a customer can get elsewhere.

VI. Moved

In many cases, customers have moved out of our territory and our half-way letter gives us a chance to keep a very cheap, economical check on our mailing list. Sometimes it prevents a customer still living in our territory from getting lost in the shuffle.

Sometimes we got orders, not from the customer to whom we mailed the half-way letter, but from the new parties who had just moved into the house vacated by the others.

Similarly we have had letters come in to us from former customers whose mail was forwarded to them, post-marked California, Florida, Connecticut, Pennsylvania, Texas, etc. Despite the fact that they are hopelessly out of our territory, we always acknowledge such letters because we feel they are still leaving relatives and friends in our territory and are bound to mention the fact if they receive a nice letter from us which will reflect locally on our business.

Sometimes we found customers who had moved from the town we serve in to another town, but did not know they could still buy from us there.

Again, it often helps us to get the correct name, the correct spelling, and address number, and change our records and mailing list to correspond.

A great many orders came in which we feel are directly traceable to our half-way letters. If it has done nothing else, our half-way letter has certainly stirred up practically all the inactive accounts we have had, and showed us where we have made mistakes, where our selling may be weak, or enabled us to follow up the leads they opened up, and bring old friends, old customers and old trade back to us again.

Appoints Fred Kimball

The Shamokin, Pa., Dispatch has appointed Fred Kimball, Inc., publishers' representative, New York, as its national advertising representative, effective on April 1.

The Only Newspaper C ... one of very few the ... tsh in National A

THE CINCINNATI POST carried more than enough national advertising in 1930 than in 1929 . . . and 1929 was the biggest year in Post history by a tremendous margin.

The increasing dominance of The Post in Cincinnati continues to win recognition from those advertisers and those agencies who most carefully and thoughtfully select their advertising.

*Figures compiled from a complete audit of Post records as of January 1, 1931, and based on all accounts placed by recognized agencies at national rates.

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to show a gain in Advertising* in 1930

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the Post, with a 43% gain in city and
suburban circulation within the past 7½
years' period, and now sweeping on to a
new peak in city and suburban cover-
age, well merits this unusual advertising
record of 1930.

The Cincinnati Post

A Scripps - Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVE., N. Y. C.



MEMBER OF THE UNITED
PRESS...OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

We Can't Curb Production—So We Are Increasing Consumption

Western Lettuce Growers Succeed with National Co-operative Advertising Campaign

By C. B. Moore

Managing Secretary and Director of Advertising,
Western Growers' Protective Association

ONE of our most serious problems is under-distribution. This is the case with practically all the commodities which the members of the Western Growers' Protective Association ship. It makes no difference whether the commodity is lettuce, cantaloupes, cauliflower, or any other of our products, or where the crop is grown, we usually have good prices at the beginning of each shipping season and sometimes fair prices at the end of the season, but the in-between period of heavy shipments to points of over-distribution makes it generally impossible for our members to realize reasonable profits.

Despite the fact that Federal laws have been passed and Government agencies are working with us to help solve this problem of excessive shipments, we have been obliged to seek an additional and more effective way to dispose of our over-supply, namely, by increasing consumption through advertising to the consumer. Just how to do this has not been an easy matter to work out. For many years experts in co-operative marketing and advertising who have studied our problems have said it was impossible to devise any practicable plan by which our independent growers and shippers would support a co-operative advertising campaign in the common interests of the vegetable industry. We are not a marketing organization, like the California Fruit Growers' Exchange. Vegetables are sold to the public by produce dealers, who obtain them from local jobbers or receivers, to whom they are delivered by shippers and growers.

Our association is only six years old. Our members comprise

those who are growers only, others who are growers and shippers, and still others who are growers, shippers and distributors. In the last-named group are a number of Eastern and Mid-Western jobbers, privately owned, with their own distributing organizations and retail dealers. Originally these Eastern and Mid-Western jobbers were distributors only, who, in order to make sure of their own sources of vegetable supply, came out to California and Arizona, where agricultural conditions are favorable to all-year production, and became growers. Not all of the vegetable growers and shippers of California and Arizona are members of our association, but those who are ship and produce for their own account and for resident growers about 98 per cent of Arizona's production and 95 per cent of California's production. At present we have ninety-seven regular members and 177 associate members.

Before the formation of the Western Growers' Protective Association and for three years after it came into existence, it was not possible for us to show the independent growers and shippers of this section why they should contribute any of their money to an advertising campaign that would help wholesalers and retailers throughout the rest of the country sell more California and Arizona vegetables to the consumer. It simply didn't listen good to them.

Then came the formation of our association in 1925 by the more important growers and shippers, the primary purpose being for mutual protection. The problems with which growers and shippers of that period were faced were the problems of labor, packing, freight

rates, refrigeration, legislation, and the like. Production of vegetables kept crowding consumption until over-supply and limited distribution became one of the most acute problems with which these growers had to deal. Meanwhile the association had been ameliorating conditions in matters of legislation and transportation in the three years of its existence and educating its members thereby to appreciate the highly valuable nature of the services it was rendering them. A committee was finally appointed by the board of directors of the association and authorized to consider the advantages to be gained from a national campaign of advertising to be conducted by the association and paid for by members on an assessment basis of \$6 a car. This committee completed its report in May, 1929, and soon after that an advertising agency was appointed to prepare an advertising campaign.

The campaign decided upon consists of a series of page advertisements, in full color, in a list of women's and fiction magazines; weekly advertisements in a list of sixty-eight United States and Canadian newspapers; black and white advertisements in class and business periodicals; and supplementary advertising consisting of booklets, reprints of the color pages, displays for dealers, and the like. An appropriation of nearly a quarter of a million dollars has been set aside for the first year.

Free Booklet Offered

The first advertisements, in color, made their appearance in women's and fiction magazines. Each advertisement contains a coupon addressed to the association requesting a free copy of a booklet entitled, "Charging the Human Battery," which is illustrated in the coupon. We have been receiving from 300 to 600 requests a day for this booklet.

In the growth of the vegetable industry in Arizona and California, the most spectacular commodity development has been in Iceberg head lettuce, also known in the East and Mid-West as Western,

Arizona, or California lettuce. Originally produced only in the winter months, it is now grown and marketed all the year round. In the East, Iceberg head lettuce, in the beginning, had to compete with greenhouse leaf lettuce and field-grown Big Boston. As late as 1917 the national car-lot movement of Iceberg head lettuce was only 2,078 cars as compared with 3,350 cars of Big Boston. In 1928 Iceberg shipments amounted to 46,401 cars and Big Boston 5,045.

Naturally, increasing the consumption of Iceberg head lettuce is an imperative matter in order to keep ahead of ever-increasing production. Inasmuch as there is no way to curb production, consumption *must* be increased. A grower who made money on his lettuce crop this year, plans to produce more lettuce next year. Not only that, but new growers keep coming into the field attracted by the success of those already in it and their crops are added to the crops of the established growers. The per capita consumption of lettuce is about six heads a year, while in tens of thousands of families it is ten times that. So the opportunity to increase per capita consumption is considerable.

Iceberg head lettuce was therefore chosen to be the first of our commodities for presentation to the public in our advertising campaign. The consumer advertisements are being directed to two classes of people, those who buy for and are interested in the home (i. e., housekeepers and the heads of families), and the great army of young people who are interested in health and good looks.

Selecting the Appeal

One of the most interesting problems we have had to solve in connection with the presentation of our advertising story to the public is the selection of the appeal. The appetite appeal has been a popular method of advertising food and is generally effective. But in the case of Iceberg head lettuce we had to consider that practically every woman has seen a head of lettuce thousands of times and

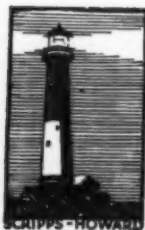
There Can Be Only ONE Leader

The Press

1ST
in **Pittsburgh**

6TH
in **United States**
in **1930**

in Advertising Volume



MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.

The Pit

A SC

NATION
NEWSPA

CHICAGO
DETRO

Reader	1ST <i>in</i>	Retail (Local) PRESS Lead 667,766 Lines (1st 11 Months)
	1ST <i>in</i>	General (National) PRESS Lead 1,397,377 Lines (1st 11 Months)
	1ST <i>in</i>	Automotive PRESS Lead 238,675 Lines (1st 11 Months)
gh	1ST <i>in</i>	Total Display PRESS Lead 2,380,240 Lines (1st 11 Months)
	1ST <i>in</i>	Classified PRESS Lead 1,620,651 Lines (1st 11 Months)
tes	1ST <i>in</i>	Rotogravure PRESS Lead 64,793 Lines (1st 11 Months)

During 1930, The Press maintained its consistent leadership despite the fact that 9 large stores withdrew their advertising from The Press in January and February during a discussion regarding the principles of rate-making.

All figures compiled from reports of Media Records, Inc., with lineage in National Magazine distributed with the other Pittsburgh Sunday paper properly deducted.

The Pittsburgh Press

A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

doesn't have to be helped to visualize it in the many attractive ways in which it can be prepared for the table. We decided, therefore, to talk about lettuce in terms of what the use of it as a food would do for people who consume it, rather than what it is. For years physicians, dietetists, bio-chemists, home economics teachers, and others, have been insisting upon the virtue of lettuce along with other green-leaf vegetables in the matter of vitamin, mineral salts and cellulose content. As a "protective" food it ranks high. It is eaten raw and suffers no impairment or loss of essential elements through cooking. In short, lettuce is in a very real sense a health food, and as there is no real beauty without physical health, it may be called a beauty food also. Moreover, as it is grown under the blazing skies of Arizona and California, it is in a peculiar sense a "sun" food.

Our theory was that instead of selling lettuce as a humble vegetable merely, we could sell it as the means of health, vigor, beauty, prolonged youth, attractiveness, achievement. We decided to do this by presenting in our advertisements, as the pictorial accompaniment of our text on the value of lettuce as a means to health and good looks, illustrations of vigorous and attractive young womanhood.

Our first advertisement shows a dance of Sun Nymphs, inset against a great lettuce field; our second, a bevy of girls snow-balling in bathing suits; the third, a girl on an aquaplane; the fourth, a girl on skis plunging down a mountain side.

Besides these illustrations, we have included in each advertisement a picture of a lettuce salad, reproduced in color, presenting an inviting and appetizing appearance. Under each picture is a full description of the recipe. A picture of a head of lettuce is made a part of our signature, which reads, "Iceberg Head Lettuce, Nature's Concentrated Sunshine from Arizona and California."

Our consumer booklet, "Charg-

ing the Human Battery," is a sixteen-page booklet containing some thirty-two recipes for lettuce salads and an interesting discussion of the most recent scientific findings upon health and the food elements that go to make a balanced diet.

Unquestionably the advertising has increased consumption. Moreover, it has created demand in markets where no or very little demand previously existed—towns which were less than carload shipping points are taking cars. Distributors and dealers in territories that we thought had no market possibilities whatever are beginning to show an interest and are making inquiries.

The campaign is having a profound educational effect upon our own members and has awakened a very lively interest in associational activities. I know of one instance where the advertising brought home to a group of our members the necessity for controlling production and led them to decide not to add something like 500 new acres of lettuce production until consumption catches up with present production. Keener and more intelligent interest in the various problems of our industry is being shown by agricultural authorities in State and Federal departments.

Responses from all over the country assure us of many direct and indirect benefits from the advertising—educational and stabilizing effects upon such remote subjects as freight rates on commodities, fertilizer and ice, better railroad schedules and refrigeration, more intelligent consideration of the problems of labor and immigration, more favorable water and power rates, as well as a livelier interest in better methods of production, pest control, fertilizer and experimental work, packing and shipping, insurance, increasing our membership, and better financial co-operation.

Beck Shoes to Blaker

The A. S. Beck Shoe Company, New York, has appointed the Blaker Advertising Agency, Inc., of that city, to direct its advertising account.

3, 1931

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Jan. 8, 1931

PRINTERS' INK

NATION'S BUSINESS

Mr. Otto H. Falk, President
Allis-Chalmers Mfg. Co.,
Milwaukee, Wis.

JANUARY • 1931

The Next Ten Years
in Transportation

COVER - The Automobile Pioneer - Page 6

MORE THAN 250,000 COPIES

“ I am a regular reader of Nation's Business and find it one of the most interesting and helpful of the periodicals which I receive. ”

OTTO H. FALK, President
Allis-Chalmers Mfg. Co.
Milwaukee, Wisconsin

Shifting of Population Calls for

FROM THE NET JOURNAL

"Production of canned foods in the United States has increased nearly 500% during the last 25 years, the number of cases packed having risen from 41,000,000 in 1905 to 200,000,000 at present, according to Dominick & DeLoach. Wholesale value of the products of the 2,800 companies engaged in the industry is now \$800,000,000 a year and is expected soon to reach the \$1,000,000,000 mark.

IN considering this tremendous transfer of population from the rural sections to the cities, we must realize also that 35,000,000 wage earners live in the cities. So the advertiser who thinks in terms of urban markets has in mind not only the concentration of the greatest masses of people, but also the concentration of the greatest masses of money.

The 1930 Census figures are as follows:

U. S. Total Population.....	122,775,046
U. S. Urban Population.....	68,955,521—56%
U. S. Rural Population.....	53,819,525—44%
50 leading cities.....	31,265,072—25%

It is important to note—first, that 25% of the people of the United States live in our 50 largest cities and second, that these 50 cities show an average increase in population of 1920 of 28%.

It is easy to reach, to watch and to work these 50 leading cities, whereas it is difficult to reach, impossible to watch and *very expensive to work* the many thousands of small towns, villages and hamlets which make up the rural population of 44%.

It is necessary now, more than ever before, to place every advertising dollar where it can be *definitely checked and closely merchandised*. This is not the time for general mediums, with thinly scattered circulations and lapsed vis-

Call the Shifting of Advertising

THE VET JOURNAL

PROBABLY A MOST IMPORTANT FACTOR UNDERLYING THIS LARGE INCREASE IN OUTPUT HAS BEEN THE SHIFTING OF POPULATION FROM THE COUNTRY TO THE CITIES. In 1900, 40% of American people lived in cities as compared with a present percentage of 57%. In the same period urban population increased from 30,000,000 to 70,000,000."

tion in these depressed times, it seems to be good judgment to also *concentrate* all advertising in the real buying markets where advertising millions of consumers and many billions of dollars in not only expenditures are *concentrated*.

100,000 passengers use the Street Cars of the urban markets in the United States every day with more than 75% riding every day in the Street Cars of the 50 leading cities. Obviously, the Street Car riders are the backbone of the city circulation of the newspapers and the magazines and without their patronage, the circulation remaining to the newspapers and magazines—in the cities—would be very, very small.

...as these Street Car riders are the backbone of newspaper and, the magazine circulation, so are they the backbone of successful merchandising of other products. Without their support, no meritorious product could be a big seller.

lead sheet Car advertising costs \$40 a Million circulation. Where
catch can you buy advertising in color or without color at such
town low cost?

F. Parnard

National Advertising Manager.

STREET RAILWAYS ADVERTISING CO.

SILENT HERALDS

OF BETTER BUSINESS

Up in our stockroom hundreds of tons of paper are mobilized, waiting for their "zero hour" of 1931.

But they are only a small part of the fodder necessary to appease the ravenous appetites of our vast press-rooms, month after month.

Day by day these millions of blank sheets will be transformed into the pamphlets, booklets, folders, catalogs and house organs of a long and imposing list of consistent advertisers.

ISAAC GOLDMANN

▲▲▲COMPANY▲▲▲

▲▲▲FOUNDED 1876▲▲▲

PRINTING OF EVERY DESCRIPTION

80 LAFAYETTE STREET—NEW YORK, N. Y.

▲▲▲TEL. WORTH 2-6080▲▲▲

Then, out to the very doorsteps of millions of prospects these silent heralds of better business will bring the sales messages of America's producers—and their confidence in the future of 1931.

You, too, have a similar program in mind. Let us help you translate it effectively—and economically—into the **PRINTED** word.

2, 1931

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Industrial and Consumer Advertising Are Drawing Together

Even Though the Public May Not Be a Direct Purchaser, Its Good-Will Is Cultivated by Consumer Advertising

By Nelson S. Greensfelder

Advertising Manager of the Hercules Powder Company
Chairman, Industrial Advertisers Committee, Association of National Advertisers

GENERAL merchandise is bought by the public, and there are often two values derived from it; namely, a personal satisfaction value—more or less intangible—as well as the utility value. Industry, on the other hand, buys primarily on utility values.

The nature of products sold to industry is often determined by the buyer, who writes his own specifications; whereas, for the home-consumer market, the manufacturer more often follows his own ideas.

A manufacturer of products sold to industry usually has direct contact with his buying market; the manufacturer of home-consumed products in most instances has indirect contact with the ultimate buyer of his goods.

Efficiency and economy are the principal considerations in the purchase of producers' goods whereas emotional appeals are used effectively in advertising and selling goods to the general public.

However, even though these differences exist between consumer advertising (of products made for the ultimate consumer) and industrial advertising (of products sold from industry to industry), the two branches are constantly being drawn closer together.

There are a number of reasons for this. Perhaps the principal influence behind it is the fact that both classes of advertisers are broadening their activities. A surprisingly large number of firms selling to industry are doing ultimate-consumer advertising of one kind or another.

On the other hand, many companies that heretofore advertised only to the final consumer, have developed products sold to industry

and have created industrial divisions.

The General Electric Company and the Westinghouse Electric and Manufacturing Company are businesses founded upon products that were developed by technologists and sold largely by men with an engineering background. From the original lines there evolved the lamp, the refrigerator, the radio and the many electrical appliances for the home. These companies now have organizations that sell to industry and to the home-consumer. Naturally the advertising departments have had to keep abreast of both lines of development; they function broadly, and effectively utilize all of the channels for reaching the eyes and ears of buyers throughout industry and within the home.

The reason manufacturers of products that are sold to industry add consumer products to their line is often a desire to protect the company in case of decrease in its main market, rather than by an urge to spread out into other fields because others are doing so. In such instances it is the advertising department's job to aid in creating a market for these new lines. This requires constant study of advertising and selling in all of their broader aspects.

There is in some industries an opportunity to cultivate more intensively in dull times the field for minor products which before had practically "sold themselves," or at least on which no great sales effort had been made. In some instances these smaller items do not under normal circumstances warrant much expenditure for advertising, because of the apparently small market. However, in slack times an expanded program may be justified because even though the increased

From a report issued by the Association of National Advertisers.

amount of business involves a higher selling cost, it helps in maintaining economical production schedules and in keeping operating forces intact.

The original line of the Detroit Steel Products Company was chassis springs, which were supplied to automobile manufacturers. The advertising at first consisted entirely of direct mail to a select and limited list. To offset valleys in the production curve, the company began to manufacture steel windows for industrial buildings. This department grew until its volume equaled that of the spring division. Business papers reaching architects, contractors and industrials, direct mail, and one or two general magazines were employed to carry the sales message for the industrial windows. Then there came a steel window for basements which had to be sold through dealers. Not having any dealers, the company secured them by establishing a dealer sales department and advertising in building material dealer magazines.

The next addition to the line was a steel casement window which was advertised direct to the public, as well as to investment builders, contractors and architects. For this product, consumer advertising was doubly important, because the company was known as a manufacturer of industrial windows and this was a disadvantage because many people "didn't want a factory window in their home."

Today, the Detroit Steel Products Company is supplying windows for practically every type of building, including banks, skyscraper office buildings, schools, hospitals, theaters, libraries, hotels, residences, and apartment buildings. Advertising to the ultimate consumer is now the major part of the sales program.

Another example of market-widening is furnished by The Simonds Saw and Steel Company which originally produced saws and planer knives for sawmills, planing mills, and woodworking factories. Its advertising was therefore to these industries. Later, Simonds began the manufacture of hack-saws, files, grinding wheels, and electric

hand tools. These are advertised to the industries that use such products, but the market has been extended beyond industry. An effort is made to reach every mechanic who operates these tools, and still beyond that the greater number of amateurs who have workshops; in fact everyone who may want to use a file or a hack-saw blade.

An important by-product is likely to spring up in any manufacturing enterprise. Sometimes the by-product of a raw material may have to be sold to the consumer market. On the other hand, a by-product of a consumer line may be marketed most advantageously to industries.

The maker of a product bought by industry should know what his customers are doing. How is their market faring? Are style trends affecting the demand for their goods? Are distribution innovations having any influence on their sales?

Pewter was popular in this country during the Revolutionary period. Then it passed into oblivion and for a hundred years was no more than museum merchandise. Its vogue returned since the World War. The return engagement of pewter has provided an important new outlet for a product of the National Lead Company.

Cotton gives us a striking example of the need for a horizontal market consciousness on the part of the man who is promoting the sale of any material. It is not so long ago when textiles, for apparel, bedding and decorative uses constituted the principal market for cotton. Then came changes in fashion, which greatly curtailed the textile outlets for cotton. The Cotton Institute was organized. It has opened up some strange uses for cotton undreamed of twenty years ago. Industries, outside of the apparel and housefurnishings' field, are becoming important consumers, and alert producers of cotton goods are taking advantage of this development by advertising and selling to these new markets.

No advertising executive can afford to become so absorbed in his tasks of the moment, that he loses perspective on the entire marketing panorama. Even though today, his company is not engaged in both

**BOTH IN
CIRCULATION
AND VOLUME
OF ADVERTISING**

**THE LARGEST
DAILY NEWS-
PAPER IN THE
ENTIRE WEST IS
THE —
LOS ANGELES
EVENING HERALD**

REPRESENTATIVES

NEW YORK

HERBERT W. MOLONEY
342 MADISON AVE.

CHICAGO

JOHN H. LEDERER
326 MADISON

DETROIT

RAY MILLER
GENERAL MOTORS BLDG.

SAN FRANCISCO

A. J. NORRIS HILL
HEARST BLDG.

industrial and consumer marketing, it may become so engaged tomorrow.

And now—a final word to the heads of companies whose prosperity and future growth depend in any degree upon sales to industrial markets. Generally speaking, although the cost of advertising to industry is relatively low, its problems of conception and execution are more technical and intricate than those of the general merchandiser. Men of high intelligence and thorough training are required to cope successfully with these problems. As boards of directors more generally recognize this, the effectiveness of industrial advertising and the profits of businesses that employ it will continue to increase.

Reports Actions Against Swindlers in "Big Board" Stocks

PROCEEDINGS were brought for the first time, in 1930, by the Attorney General of New York State against fraudulent manipulations of stocks listed on the New York Stock Exchange. During the year there were, in all, eight such actions taken under the Martin Act which is designed to protect the public against stock swindling and the promotion of blue-sky securities.

This work of the Bureau of Securities is looked upon as one significant development of the year, in the opinion of Watson Washburn, who, as retiring assistant attorney general in charge of the New York office, reviewed the work of his staff in his annual report. During the year the New York office took 174 separate actions against 629 defendants. In 1929, 104 actions were taken against 342 defendants.

"Stock swindlers for some time have realized the great advantage which they gain by trading on the reputation of the New York Stock Exchange," Mr. Washburn stated in his report. "The Stock Exchange listing requirements, as to both wide distribution and established earning record, are strin-

gent. But out of the great number of securities listed, a certain percentage inevitably falls on evil days sooner or later. It is usually these stocks with a comparatively small capitalization and a thin market, that furnish food for the wolves and jackals of Wall Street."

The methods followed to trade on the reputation of the Stock Exchange are described in the report by Mr. Washburn, as follows:

"They (the swindlers) secure an option if possible on a large block of stock from a holder who wants to liquidate, often because of some impending bad news, like the reduction or passing of a dividend. Then by means of high-sounding tipster sheets or advisory services, which boast that they confine their advice exclusively to stocks listed on the Big Board; by means of misleading favorable publicity secured by hook or crook, by persuasion or bribery; by means of corrupting customers' men, usually by payment of a secret commission, to advise their clients to buy the stock; or by means of crossed or wash sales which indicate a fictitious value, they lure the gullible public into the trap. These frauds are, of course, as inimical to the best interests of the New York Stock Exchange as to the public at large, and the Board of Governors of the Exchange and its Business Conduct Committee have been of great help to the Securities Bureau in exposing them."

Pennsylvania Outdoor Group Postpones Meeting

The thirty-seventh annual meeting of the Outdoor Advertising Association of Pennsylvania, scheduled to be held at the Brunswick Hotel, Lancaster, Pa., on January 19 and 20, has been postponed until February 2 and 3.

Appoints Akron Agency

The Freezenot-Glycero Company, Akron, Ohio, manufacturer of anti-freeze liquids, has appointed the Brown Advertising Agency, of that city, to direct its advertising account.

Joins Columbia Broadcasting

John Karol, formerly with Crossley, Inc., New York, has joined The Columbia Broadcasting System, as director of market research.

This message—addressed to the business men who will underwrite 1931 advertising—appears in the current issue of The Business Week.

MOUNTAINS VERSUS MOLEHILLS

THE VAST, crafty Soviet hulk had schemed to undermine United States business; to wreck the solid industrial structure, by its wheat selling maneuvers . . . so intimidated the daily press in page after page. A week ago, we reviewed the story behind this Russian "hedging" operation, and the calm, sound way in which The Business Week had reported it for you.

THAT SOVIET BUGABOO, shouted across columns of space in the dailies occupied but one page in The Business Week, equivalent to about two-thirds a newspaper column. Here was the concise and thorough picture of just what did occur; what it meant; how it affected the American wheat market.

NEWS in The Business Week is compact and accurate—because you, and other leaders of this nation's business affairs,

simply cannot afford to spend hours in digging out the pertinent facts vital to your business knowledge, from tons of general reading matter. Everyone should keep abreast of the daily news—but getting the information behind the news when you need it, is another picture. That is the especial job you have delegated to The Business Week.

CONSIDER the pages of this week's issue. Back of these news stories stand facts, investigations, reporting, checking by authorities—and then final interpretation by business experts. Here is no drab clipping service; no paste-pot publication; no re-hash of old news under new heads.

SINCE you helped set the tempo of The Business Week by your unique preferences, we feel that there is a strong bond which holds you and your 74,999 fellow leaders of business to our pages. That being true, there is certainly an opportunity for you to profit by the combined dominance. If the influence, power and purchasing capacity of these men can aid in your own business plans, then, there's no finer place to put your story across than in the advertising pages of The Business Week.

IT CAN APPEAL TO ONLY ONE TYPE

AS ITS COMPACT READERSHIP, The Business Week lays claim to 75,000 business leaders of America. We can prove that these men are dominant business leaders—or, better still, we will let you prove it to yourself, by checking our circulation files.

LOOK OVER this week's issue. The Business Week's editorial content, its treatment of news, its swift, certain clarity of presentation tell the story.

CONCISE, undramatized, accurate business news—gathered and interpreted by specialists—can appeal to only one type of reader. Here is no fiction; no ghost writing; no success stories; no paste-pot-and-scissors rehash of last week's news; no whimsical portrait of the eccentricities of the great and the near-great.

THE IMPORTANCE of the news we handle specifies the type of subscribers we have—this nation's important business men—the men who underwrite the leading advertising campaigns.

THE BUSINESS WEEK

McGraw-Hill Publishing Company, Inc., New York

"Millionaires"

PREFERRED—

***A Circulation for which there is
no substitute***

IF YOUR logical market is to be found among people of more than ordinary means—you can buy a "preferred" advertising circulation of national scope through THE BARRON GROUP — *The Wall Street Journal* :- *Boston News Bureau* :- and *Barron's, The National Financial Weekly*.

Here is a circulation which exists solely because of the vital importance of the daily news and trends in Wall Street to its readers—who read for dollars and cents reasons.

Here is a circulation which reaches, without waste, the greatest number of people who have the most to spend as individuals on fine homes, golf, automobiles, travel, and other luxuries and necessities.

Here is a circulation for which there is no substitute.

A special rebate covering all three papers of

THE BARRON GROUP

This special rebate will be quoted to advertisers or advertising agencies upon application.

Address either: E. B. Ross, Advertising Department of *The Wall Street Journal*, 44 Broad Street, New York City, or Guy Bancroft, Advertising Manager of *Boston News Bureau*, 30 Kilby Street, Boston, Massachusetts

***The* BARRON GROUP**

The Wall Street Journal

Boston News Bureau

Barron's, The National Financial Weekly

Make the Background Mean Something

Environment Is One of the Important Considerations of Displays in Which an Article Is Featured Together with Atmosphere

By W. Livingston Larned

IS sufficient consideration given to the type of background atmosphere chosen as a setting for the product? Is it fully understood that such backgrounds may well go far in the direction of associating this product with a profitable selling tie-up?

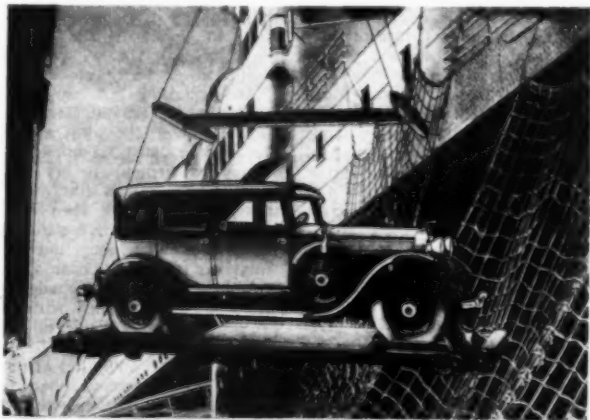
A campaign for motor boats was content, for one season, with illustrations of various models skimming along against non-committal seascapes. A new series placed the crafts against fashionable settings—Palm Beach and Miami, in season, and the stylish resorts of Northern sound and sea. The latter advertisements were far more successful.

There was a time when instructions to the artist were: "Introduce an attractive and artistic background for the product." Today the specifications read: "Analyze the product and select the setting with an eye to its sales value." And, unquestionably, for each and

every article there is a one best and most scientifically appropriate atmosphere. Mere artistic embellishment should not determine the solution of the problem.

An increasing number of examples may be cited, to bear out the suspicion that this subject has not been studied to the degree its importance justifies. A campaign may run for a year with backgrounds unsuited to the product, although no special attention has been paid to this phase of the artwork. "What possible difference could a few accessories make?" is the query.

A glassware series used for three campaigns the most exquisite of table settings. It was reasoned that women would appreciate these photographic studies for the significant reason that they had been created by a specialist in such problems, and might well serve as patterns for special dinners and luncheons. This psychology was



Shown to a Dock Expert, Identified with Shipping Automobiles Overseas. the Details of This Picture Would Receive His Enthusiastic Approval

UNDER THE CONTROL OF ONE HAND



the thousand traffic-filled arteries
of **TOMORROW**
the operation of the Brunswick Radio
you buy **TODAY**



The Futuristic Backgrounds of Brunswick Radio Advertisements Imply That This Radio Will Be Adequate for Many Years

sound but a new background idea was finally shown to carry far greater weight. Period patterns of glassware in color dated back to vividly gorgeous ages. The artwork turned "historic," linking the product with aristocratic Old World eras of grandeur. Apparently this held a far greater appeal. The tie-up was inspirational, and associated each and every pattern with an exalted atmosphere.

A series of pages for farm journals was generously illustrated, with cream separators and milking machines shown in average farm scenes. These pictures were the work of an artist who knew the correct atmosphere. The series was widely praised for the eloquent character of its settings. They were so true to life. But a skeptical sales manager dictated new advertising policies. He ordered salesmen on the road to have photographs made of installations in the largest dairy farms of thirty States.

The new illustrations were by no means as artistic as the preceding subjects, but the very fact that authentic backgrounds asso-

ciated the products with known farm successes carried far more weight than non-committal if poetic settings.

Backgrounds are important because they go far in the direction of establishing product character. In a sense, an article is known by the company it keeps, and this applies not alone to the user, but the place. It is a fact which should never be overlooked.

And weighing one consideration with another, the advertiser must come to know the most appropriate and the most scientifically effective background for his particular product. He is likely to fall into error and there are numerous instances of this, proving that solving the problem may not be as simple as it might appear.

A breakfast cereal made from wheat was embellished with backgrounds showing wonderful wheat fields, used as a setting for both cooked dishes and the attractive package. A photographer made these nature studies in both America and Canada, and they were virtually paintings, in the charm of their composition and the wis-

THE BANKER IS IN YOUR PICTURE!



In the bank, the building—and the businesses it houses—the Banker is actively interested.

Your 1931 List

Wishful thinking has no place in the selection of advertising media—there must be a sound, definite reason for every publication on your new list.

The first and foremost thing to consider is the buying power of each publication's circle of readers—and the extent to which this reading group influences Production, Distribution and Consumption.

Man by man, community by community, state by state, BANKERS unquestionably rank first in importance.

They control the reins of finance. They sit upon boards whose decisions determine the expenditure of hundreds of millions every year. They actually own and control fifty thousand major productive enterprises. The more important an account is to your sales department, the greater the certainty of having a bank officer or a banking institution prominently in the picture.

Talk to Bankers through this their own publication.

AMERICAN BANKERS
Association
JOURNAL

110 E. 42nd STREET NEW YORK CITY

EDITED BY JAMES E. CLARK

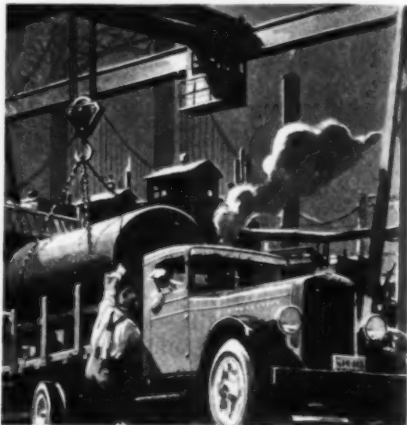
dom of special lighting. But this was proved to be the wrong atmosphere for the product, or, at least, less remunerative than backgrounds of an entirely different character—visualizations of the time element. For the cereal required but a few minutes to make ready for the table. Mrs. Housewife was not impressed by wheat fields, but she was interested in quick cooking.

When a foreign manufactured food product set out to illustrate both its newspaper and its magazine displays, analysis of the entire subject brought forth the art verdict that nothing could possibly be better than establishing Italian atmosphere, against which the container could be superimposed in a series of lovely paintings in color, and line drawings designed with vast care.

The reasoning seemed logical. One of the chief reasons why people should buy this product was because it was of foreign origin. It was made in Italy and prepared in the true Italian style. Surely, it must be better than any American substitute.

The majority of the background subjects were actually made in Italy and by artists who happened to be on sketching tours there. Nothing could be said against them, as very fine and artistically rendered scenic themes. But the campaign was far from successful. For a reason which I shall not attempt to explain, the buying public was not particularly impressed by Italian landscapes. But when a new campaign was launched, in which the backgrounds were composed of the various vegetables and other ingredients entering into the making of the product, there was an immediate and favorable buyer response. And complexes such as this are developing all the while.

An article manufactured in the South, and surrounded by Georgian traditions, failed to respond to "Old South" art atmosphere. A campaign in behalf of a certain New England cookie was not satisfactory until locale backgrounds were abandoned for modish, smartly modern settings.



The Background in This Ree Speedwagon Illustration Tells a Story of Strength That Words Could Never Tell

Observe the remarkable series of illustrations used for Ford commercial cars. They are based on a certain, fixed plan as to atmosphere. For a year, these backgrounds have been each created around a certain type of business need—detailed studies of retail stores, building trades locales, excavation work, and other specific settings, easily recognizable. And always, the cars are "in the midst of things," at their appointed and equally specialized jobs. And this is also true of the Ford passenger car advertising. The settings are selected carefully and have a definite purpose—to create an atmosphere of quality.

A student of commercial art will make one significant discovery relative to these fine pictures in both the passenger and commercial series. They are not photographs,

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LET'S FACE THE FACTS

DURING 1931, the rewards will go to those who lay their plans carefully and are willing to work and fight.

This year, markets must be wisely selected and made the target of aggressive merchandising campaigns. Copy must be placed with advertising media that have ability to produce results.

On the Pacific Coast, the Oakland Market is outstanding from every angle of comparison. In population, this field ranks third in the entire West with over 552,000 consumers. Fifteen hundred industrial concerns operate here with an annual payroll of \$69,490,000 and produce goods valued at \$522,000,000. Industry is diversified from agriculture to automobile manufacturing, shipping and railroading.

The OAKLAND TRIBUNE always has been the leading newspaper in this prosperous field, both in circulation and advertising. Our merchandising department or national representatives will gladly furnish you with detailed information about the Oakland Market.

Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle

The ARITHMETIC of GOOD A

THE square below graphs the American market in terms of 122,693,391 population, but if you buy magazine advertising on that basis your pencil isn't very sharp:



First of all, the square needs to be shrunk to the total number of *families*, 29,000,000—like this:



Then it needs to be shrunk again to the families which mentally are *directly reachable*, somewhere near 11,500,000 families in which some adult is above 14 years in intelligence—like this:



Then it needs to be shrunk once more to the families which have ample current *money to spend*, the families from which the 4,062,804 income tax returns were filed—like this:



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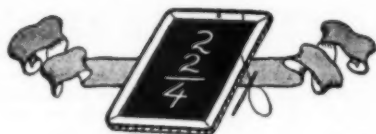
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ADVERTISING

PONDER that smallest square, gentlemen, for there is the heart and hope of prosperity—the bull's-eye of the sales target in America.

It does not represent *all* the business, of course, but it does represent the *cream* of it.

It does not encompass the *whole* advertising audience by any means, but it does highlight its most *responsive* section.

Most important to the advertiser, it is the power-plant and central-station of American public opinion, motivating national thought, national taste, national *acceptance*, national *sales*!

THE arithmetic of good advertising in this day and age is simply figuring maximum advertising pressure against this preferential market at minimum cost.

Because THE SATURDAY EVENING POST reaches the first three million families in America, with tested sales-power solidly grounded on tested character, it stands alone as the great Common Denominator in any such equation!

THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"

THE CURTIS PUBLISHING CO. INDEPENDENCE SQUARE, PHILA.

but the camera could scarcely display more fidelity to correct detail. The artist portrays his backgrounds with microscopic attention to little things, incidentals. There is evident an earnest desire to reproduce the settings in such a manner as to pass individual detail censors, who might look for errors in an atmosphere with which they were familiar.

If the background shows, let us say, a typical "chain store," with daily deliveries of goods being made at an early hour in the morning, every scrap of detail, from the character of the store front, to window displays, dress of clerks, etc., is methodically correct. And such conscientious work is always repaid. It does not escape the notice of the public. Even a conventional background subject takes on increased importance, when detail is the major consideration.

Such a large number of possible settings for the product, whatever it may be, have been overlooked or neglected. There is by no means as much diversity in these settings as the public has a right to expect. Their monotony and sameness is a cause for serious contemplation. Why? For the more unusual and interesting the setting, the more interesting the complete illustration, and the stronger the atmospheric tie-up with the product advertised. All of which, naturally, must be predicated on the idea that such backgrounds have a very genuine sales relation to the article.

In a series of magazine color pages for the Lincoln automobile, this car was pictured against backgrounds seldom if ever employed before.

One compelling canvas portrayed the car being swung easily upward, from pier to ship. But the accessories were of the latest, patented type. The special platform on wheels, serving as a cradle for the automobile, was brought well into the foreground. Shown to a dock expert identified with the exacting task of tucking an uncrated automobile away in its sea-going garage, the picture would have received an enthusiastic O.K. The

cables, the mechanical peculiarities of the cradles, the overhead strut to keep steel cables in proper place . . . all these elements were portrayed skilfully, even to the great, swaying nets always suspended beneath the cars, in case of some unexpected accident.

There is nothing accidental about the background settings for Brunswick Radio, in every department of a forceful modern campaign. Machines are featured against the most amazing scenes of a dream-like Tomorrow. Architecture, costumes on people, interiors and exteriors are pictures of the years to come. In a sense, they are futuristic.

These illustrations, as might be expected, are rather fascinating in their extreme originality. And the campaign deliberately sought expression of a selling theme. "Prepare for the future with the new Brunswick" is a headline indicating this basic theme.

At a time in radio production when models become obsolete in a month or so, the background atmosphere undertakes to reassure the prospect. Here is a set which will be adequate for many years to come. It is the ultimate in design. It will not be an "old story" in a brief span of time. The atmosphere, as a consequence, is a definite advertising asset.

Make the product's background "mean something." In this way, every fragment of illustration space pays its "fare," as it were. And what could be more highly desirable?

If you doubt that quite definite values attach to backgrounds and atmospheric accessories, examine the records of past campaigns.

For six months, a series of newspaper illustrations was run for tea. The package was displayed against Ceylon views. And nothing much happened. Then the theme was changed to snappy, modish bridge set-ups, the very latest novelties featured. Women thought this interesting. The new pictures were immeasurably more valuable to the advertiser.

But then I could cite hundreds of such cases.

IN 1931, MORE THAN EVER BEFORE,
YOU MUST

STUDY YOUR MARKETS

....and the **ST. PAUL
MARKET** commands the
attention of every advertiser

FACTS ABOUT ST. PAUL AND ITS *EXCLUSIVE* TRADE TERRITORY*

	St. Paul	St. Paul's 36
Population	271,418	1,118,707
Total Annual Income.....	\$304,504,000	\$626,517,000
Bank Deposits (Latest Available Figures)	\$147,403,948	\$345,290,000
Annual Value of Manufactures..	\$66,476,849	\$145,869,247
Number Employed in Manufac- turing	23,292	53,204
Annual Value of Crops.	\$449,170	\$110,321,199
Value of Livestock ..	\$577,291	\$111,218,819
Annual Value of Dairy Products.	\$479,386	\$53,027,710
Retail Outlets ...	3,707	12,985

*"St. Paul's 36" is St. Paul's *EXCLUSIVE* trade territory. It consists of 21 Minnesota counties and 15 Wisconsin counties that are geographically and commercially tributary to St. Paul. They are "St. Paul conscious." St. Paul is their buying and selling nucleus—their distribution center. No other Twin City paper covers them. Dispatch-Pioneer Press daily circulation in St. Paul's 36 is 137,000 and Sunday circulation, 84,000.

91% of the English-reading families in St. Paul take the Dispatch.

MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS
ST. PAUL DISPATCH
MEMBERS OF THE 100,000 GROUP OF AMERICAN CITIES
ST. PAUL PIONEER PRESS
EXCLUSIVE ASSOCIATED PRESS SERVICE IN ST. PAUL

Why Have Salesmen for Advertised Products?

THE WM. S. MERRELL COMPANY,
CINCINNATI, OHIO

Editor of PRINTERS' INK:

I shall appreciate your giving me references to any past articles in *PRINTERS' INK* relative to the value of salesmen in the distribution and sale of advertised items.

In order to make this more definite, I shall limit my inquiry to such advertised items which, however unique and individual in the sense of being trade-marked, do, none the less, come in competition with the same general class of items of other makes. I refer to such items as brands of tea or coffee in the grocery store, brands of shaving cream or toothpaste in a drug store, and the like.

I have heard some sales executives state that since they were sending the public into retail stores for their product on the basis of demand created through more or less intensive advertising, the salesman performs no necessary function, the theory being that once the trade has become accustomed to handling an item, they will reorder it and keep adequate stocks according to the demand.

On the other hand, it is well known that many, and I would say the great majority of sellers of advertised items, do employ salesmen to contact and sell to the retail trade, and no doubt regard such sales expense as necessary, and in the long run, profitable.

THURSTON MERRELL.

THE small group of executives who claim that advertising should do away with the necessity for salesmen show ignorance of two things; a proper definition of modern salesmanship and the real power and function of advertising.

In the gay young days of advertising certain of its more ardent proponents talked a great deal about "consumer demand," that great power of advertising that is supposed to send consumers clamoring to the dealer's store. That advertising will create consumer demand is well known. Certain bargain stores in our larger cities often have to call on the police to handle the disorderly mobs that rush to their stores in response to the advertising of deep-cut prices. In a lesser degree national advertising sends consumers by the hundred and thousands to stores to ask for certain products by name. No advertising,

however, no matter how powerful, can keep up a stream of consumer demand in the face of certain conditions which may be found in the store of a retailer who is antagonistic toward or indifferent to the merits of advertised merchandise.

Therefore, conservative advertisers prefer to talk about "consumer acceptance," that quality of advertising which makes the consumer accept the fact that certain advertised products are desirable and superior. Their task, then, is to see that no barriers are put in the way of the proper catering to this consumer acceptance.

Upon the shoulders of the manufacturer's salesman falls much of the burden of seeing that the correct conditions are maintained in the retail store. This brings us to the proper definition of modern selling.

In an article in *PRINTERS' INK*, Carl Whiteman, vice-president of General Foods Sales Company, Inc., recently defined the job of a General Foods retail salesman as follows:

To sell those General Foods products not already stocked by the grocer;

To help the grocer sell more of the General Foods products he already has in stock;

To sell the company and its policies.

He pointed out that under these headings come such varied tasks as taking of inventory in a customer's store of General Foods product, reporting of activities, proper coverage of territory and stores, installation of displays, preparation of handbills and other promotional efforts, care of stock, merchandising of advertising, distribution of samples, development of consumer sales and other factors, all of which serve to make his main objectives possible.

A recent survey made by a *PRINTERS' INK* staff man revealed that many leading manufacturers believe that salesmen today are more necessary than ever. Rapid changes are taking place in distribution. The growth of chains and voluntary chains, coincident with which have been remarkable developments in methods of doing business among independent mer-

Don't Underestimate the Value of the Banker's Opinion of Your---

Company—when prospective dealers
ask his advice or financial help.

Securities—when bank customers ask
for safe, profitable investments.

Product—when the average citizen
asks his banker, "What do you think
about a _____?"

Molding bankers' opinions is a task that
can be accomplished at a low cost
through The Burroughs Clearing House

The Burroughs Clearing House

SECOND BOULEVARD AT BURROUGHS AVENUE, DETROIT

chants, has made it extremely important that the manufacturer employ keen, alert, well-paid salesmen to represent him properly in contacting retailers.

If there were only one advertiser in each field it might be possible to do away with a great many salesmen. Instead, however, there are usually scores of aggressive advertisers pushing the merits of various competitive products of a similar class and the retail store becomes the key point where will be decided the final effectiveness of this competitive advertising. In theory consumers will walk a mile for a Camel or a tube of shaving cream or a pound of coffee. In fact they often save their shoes and buy Chesterfields.

By some queer twist of reasoning certain amateur economists seem to feel that this fact proves definitely that advertising is all wrong and is slipping. As a matter of fact advertising is more important today than ever before and its worst enemies are those individuals who glorify it beyond its merits.

Modern advertising and modern salesmanship go hand in hand. Machines may be throwing laborers out of employment but no one has yet invented a distribution machine that even threatens the existence of a good manufacturer's salesman.—
[Ed. PRINTERS' INK.]

To Hold Three-Day Conference on Screen Advertising

Representatives of advertising agencies, advertisers, trade associations and motion picture organizations will attend a first national conference on screen advertising to be held under the auspices of the Screen Advertisers Association at the Hotel Roosevelt, New York, on January 28, 29, and 30. "Why the Advertiser Should Be Interested in Motion Pictures as an Advertising Medium," "What the Agency Wants to Know About Screen Advertising" and "How Circulation of Screen Advertising Can Be Accurately Checked" will be among the topics to be discussed. The conference will comprise three all-day sessions.

Death of H. N. Knight

Howard Newton Knight, president of the Livermore & Knight Company, Edgewood, R. I., advertising and printing, died at that city on January 2. Mr. Knight was seventy-seven years old and active in the business up to the time of his death.

Census Reports Sales of Advertising in Publications

The Bureau of the Census reports that, according to a preliminary tabulation of data collected in the Census of Manufactures taken in 1930, the total value of products made in 1929 by establishments in the United States engaged primarily in printing and publishing amounted to \$2,736,075,363, an increase of 8.5 per cent as compared with \$2,521,208,269 reported for 1927, the last preceding census year.

The total for 1929 is made up as follows: Newspapers and periodicals printed and published or published only—subscriptions and sales, \$453,399,571; advertising, \$1,111,208,374. Books and pamphlets printed and published or published only, \$193,914,750. Commercial printing—general job printing, \$781,745,221; newspapers, and periodicals printed for publication by others, \$71,467,294; books and pamphlets printed for publication by others, \$57,517,645; composition (machine and hand) sold to trade, \$30,607,598; ready prints for others, \$3,728,278. Patterns, \$10,908,630; sheet music and books of music, \$16,354,981 and miscellaneous products, \$5,223,021.

Newspapers carried a total of \$791,514,928 worth of advertising, compared with \$724,837,083 in 1927, the report shows, a gain of 9.2 per cent. Periodicals other than newspapers carried a total of \$319,693,446 worth of advertising, compared with \$305,383,936, a gain of 4.7 per cent.

The number of establishments in the newspaper and periodical group increased from 10,973 in 1927 to 11,426 in 1929, the report also shows.

Form Parish-Burnham at New York

Chester Parish and Rufus Bradford Burnham, both formerly conducting their own advertising agencies at New York, have combined their businesses to form the advertising firm of Parish-Burnham, with offices at 41 Park Row, New York. Mr. Burnham has recently been treasurer of Littlehale-Burnham-Rossiter, Inc., advertising agency, also of New York.

R. A. Shore Joins Winston-Salem Papers

Rufus A. Shore has joined the staff of the Winston-Salem, N. C., *Journal and Twin City Sentinel* as national advertising director. For many years Mr. Shore formerly served in a similar capacity with the *Sentinel*, of which he was co-publisher. He has been connected with the newspaper business in Winston-Salem for thirty-seven years.

Appoints Albert Frank & Company

George E. Marsters, Inc., Boston, tourist agency, has appointed the office at that city of Albert Frank & Company, advertising agency, to direct its advertising account.

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An Acknowledgment to The Sun Newspapers

IT is the custom when fire wrecks a newspaper plant for a competitor to offer publishing facilities to the victim.

But when flames destroyed The Baltimore Post, a Scripps-Howard newspaper, on the evening of January 1, the Baltimore Sun Newspapers went to such extraordinary lengths to serve The Post that we are moved to thus publicly express our appreciation and our gratitude.

The fire started at about 7 p. m. Four hours later, The Post, thru the amazing energies displayed by The Sun management, had resumed in The Sun plant the task of producing its early morning edition, interrupted in its own plant by the fire.

In that brief time The Sun had set aside working space for The Post editorial staff, had designated linotype machines for the exclusive use of The Post, had provided stereotyping and press equipment and had even supplied newsprint for The Post's first edition.

By midnight, four hours before the fire was extinguished, The Sun had caused a switch board to be set up for the exclusive use of The Post.

For all of these things The Baltimore Post and the General Management of the Scripps-Howard Newspapers are profoundly grateful.

We wish to express our thanks particularly to:

PAUL PATTERSON, President of A. S. Abell Co., publishers of The Sun and The Evening Sun.

JOSEPH A. BLONDELL, Secretary and Treasurer.

WILLIAM F. SCHMICK, Business Manager.

Likewise to all of the others in The Sun organization who gave so generously of their intelligence and their energies at an extremely trying hour.

R. P. SCRIPPS,
Editorial Director.

ROY W. HOWARD,
Chairman of the Board.

The Scripps-Howard Newspapers



William T. Hamilton
comes to Liberty as special
advertising representative

WILLIAM T. HAMILTON has joined the business staff of Liberty Magazine as special advertising representative.

Mr. Hamilton's experience in advertising has included both the agency and the publication field. For several years he was

advertising manager of Cosmopolitan Magazine. Later he became advertising manager of the New York American.

For the past seven years he has been eastern advertising manager of the Condé Nast Group.

Mr. Hamilton believes that

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Liberty Magazine presents an unusual opportunity to national advertisers at a time when they are more than ever demanding the greatest possible return for their advertising expenditures.

“Investment bankers agree,” said Mr. Hamilton, “that even the strongest list of securities must be reviewed and revised as economic conditions change.

“The same holds true for advertisers. The publications in which they invest their appropriations must be carefully selected to assure a return for every dollar. This year, particularly, advertising expenditures will be and should be closely scrutinized.

“My work has made it necessary for me to make a searching analysis of every important national publication. I am convinced that Liberty is the Triple A advertising medium of our times. It has dramatically shown

how strongly entrenched it is in public favor. Its tremendous circulation, mainly in the important buying centers, has been built by single copy sales and sustained by an unparalleled appeal to the interest of the American family.

“I have elected to invest my own future in Liberty because every avenue of logic leads me to the conclusion that it is the outstanding medium for advertisers in this bread-and-butter cycle of advertising.”

Liberty's advertising cost is the lowest in the field of major magazines. For 1931 Liberty guarantees over 2,500,000 average net paid circulation. No increase in advertising rates. The largest single copy sale of any magazine.

Liberty
A Weekly for Everybody

Trading Up in a Trading Down Market

Huge Quantities of \$5 Comfortables Were Sold Despite a Tendency to Feature the \$3.95 Grade

CAN anything be done to trade up—and to increase unit sales at the same time—in the face of conditions which many manufacturers believe call only for cheaper merchandise and prices?

An answer to that question is found in the merchandising campaign which The Palmer Brothers Company is carrying out in a dozen cities in various sections of the country.

This concern, manufacturer of bed comfortables, last spring began its first advertising. As told in *PRINTERS' INK* of March 27, 1930, an old line of comfortables was redesigned, labeled, and advertised. While national advertising was not extensive, being limited to one or two periodicals and aimed to reach style leaders rather than average consumers, returns from consumers were widespread and indicative of popular interest. Rotogravure advertising in metropolitan newspapers last fall showed

further that both consumer and trade were open to this merchandise which sought to put a modern design and branded quality touch into a product hitherto unidentified.

According to L. W. Jackson, sales manager of Palmer Brothers, it occurred to the company and to a department store merchandise head—in the face of a general merchandising tendency toward quilts featured at \$3.95—that an advertised comfortable of extra size and extra quality could be sold to the same consuming market at \$5. Accordingly, such a comfortable was manufactured for this price under the Palmer advertised label.

Bloomingdale's, in New York, gave the manufacturer a quantity order. Three Sunday newspapers carried large space advertising of this branded merchandise, paid for by the store, featuring three points—six inches extra length, more filling, and quality covering. Six



Three Windows of the Bloomingdale Store Were Given Over to the Display of Palmer Comfortables

thousand of these comfortable were offered at \$5. Three windows were given over to displays, seven or eight departments in the store devoted space, and extra salespeople were assigned to comfortable.

"Primarily," says Mr. Jackson, "this was a wholehearted test on the part of a retailer to find out whether a real consumer appeal could be made with branded merchandise offering features not available in lower-priced goods—in spite of a general tendency toward trading down in this field. It also was a test to determine whether extreme hand-to-mouth buying—Mother Hubbard merchandising as it has been called—could not be changed to quantity retail buying and, backed by strong promotion in the form of local newspaper advertising and window display, to quantity retail selling."

According to Mr. Jackson, three hours after the store opening, Bloomingdale's doubled its original order. Sales the first day totaled \$30,000.

There were other returns reported. First, sales of allied departments increased along with the sales of the quilt section. Mail orders, asked for by coupon in the newspaper advertising, came from places as distant as Florida and California, and these mail orders continued for several weeks following the opening day.

Two weeks later, the same idea of large-scale retail buying and selling of Palmer advertised comfortable was carried out by a Brooklyn store which oversold its initial order 50 per cent. Then a Chicago store tried the plan, sell 1,700 quilts the first day and putting in a telephone call for two and a half times its original purchase. Stores in ten other cities are carrying out the idea.

According to Mr. Jackson, two merchandising points of considerable importance today make themselves evident as a result of the consistent success of the plan.

First, such large-scale consumer buying in a period when manufacturers and dealers generally believe consumers will not buy indicates

that women are willing to buy and to pay higher prices—for merchandise of the quality they really want.

Second, such large scale retail buying at a time when orders for even a part of a dozen are given reluctantly indicates that Mother Hubbard merchandising is not as effective as quantity merchandising backed by special promotion.

H. J. Mountrey Has Newly Created Position with Borden

Howard J. Mountrey, for several months assistant to the vice-president in charge of sales of The Borden Company, has been appointed general sales manager of the Borden's Food Products Company, Inc. In this newly created position, he will direct all sales and advertising operations of The Borden Sales Company, Inc.; Merrell-Soule Company, Inc.; The Borden Company, Ltd., Canadian Milk Products, Ltd., and affiliated companies. He will also continue as assistant to M. J. Norton, vice-president.

Mr. Mountrey has been with the Borden organization for about twenty years, serving successively as advertising manager, Western Division sales manager, with headquarters at San Francisco, and as assistant to the vice-president.

New Accounts to Clark-McDaniel-Fisher & Spelman

The Thomas Steel Company, Warren, Ohio, the Youngstown Steel Car Corporation, Niles, Ohio, the Pyramid Rubber Company, Ravenna, Ohio, and the Solar Appliance Corporation, Cleveland, have appointed Clark-McDaniel-Fisher & Spelman, Inc., Akron, Ohio, advertising agency, to direct their advertising accounts.

C. C. Agate Joins Edward F. Thieler

C. C. Agate, recently with Carl Percy, Inc., has joined Edward F. Thieler, New York, display counsel, as vice-president. Mr. Agate was managing director of the former Window Display Advertising Association, later joining the staff of the Association of National Advertisers.

To Represent "Refrigerating Engineering" in West

Refrigerating Engineering, New York, has appointed F. W. Henkel as its Western advertising representative, with headquarters at Chicago. His territory includes Illinois, Indiana, Ohio, Michigan, Wisconsin and the city of St. Louis.

Appoints Smith-Patterson-Allen

The Hart and Hutchinson Company, New Britain, Conn., has appointed Smith-Patterson-Allen, Inc., Hartford, Conn., advertising agency, to direct the advertising of its radiator enclosures.

PHILADELPHIA



Philadelphia is the greatest home centre in America. One-half of the 572,600 homes in this area are owned by their occupants.

... THE KEY MARKET FOR ADVERTISED PRODUCTS



ODAY'S COMPETITION is with costs. Balance sheets must show a margin of profit as well as volume sales. This is a testing time of many of their sales costs and potentials . . . and of the net profits they can produce.

In any such analysis, Philadelphia takes its place: the Key Market for advertised products, a metropolitan centre where one newspaper gives thorough advertising coverage.

In The Evening Bulletin the advertiser can reach America's Third Largest Market at sixty-five cents an advertisement. One of the lowest newspaper advertising costs in America.

Study The Evening Bulletin. Its thirty-five years' experience under its present management; its editorial and business make-up, which avoids bold headlines and sensational display. Its insistence that circulation must be secured on its merit as a newspaper, without premiums or concessions.

And consider the result! 572,600 homes in city and suburbs; 555,711 net paid daily circulation, almost all in this area. Larger than any Philadelphia Sunday newspaper; over twice the circulation of any other evening newspaper, and as large as all morning papers combined.

PHILADELPHIA



Philadelphia's 4,987 factories are so diversified in products that unusually steady employment is maintained. With an invested capital of one billion dollars, each year they produce manufactured goods valued at two billion dollars. Wages are constant. Buying power is stable.

Philadelphia is taking advantage of the opportunity which Philadelphia offers? The city's dollar retail sales volume; the city of homes and home owners, the diversified character of industry which has not lost to feel retrenchment, and the city is recovering.

The Evening Bulletin delivering the most complete metropolitan market coverage known in newspaper history! It sells in this key market for advertised products.



© 1931, Bulletin Co. New skyscrapers are constantly studying Philadelphia's skyline. The greatest construction program in history is under way, involving expenditures of two hundred and eighty million.

THE EVENING BULLETIN

WILLIAM L. McLEAN, PUBLISHER

CITY HALL SQUARE PHILADELPHIA

New York Office: 247 Park Ave.
Chicago Office: 333 N. Michigan Ave.

Detroit Office: 321 Lafayette Blvd.
San Francisco Office: 681 Market St.

Rules Better Business Bureau Must Take Out License

(Continued from page 19)

scriptions received from its members call for or contemplate the rendering of specific reports as to the character of any individual or firm." "Facts are available to any member of the public upon application, without charge," and prosecuting authorities, individual citizens not members of the Bureau, and newspapers are "among the main beneficiaries of the impartial facts in the Bureau's files."

In a further communication to the Secretary of State, dated October 23, 1930, Mr. Kenner says:

The Bureau does not employ and has never employed investigators to obtain information concerning the *personal* character of individuals. Its activities are concerned with facts about the business and financial standing, the business character, reputation and practices of firms, persons and corporations. None of the Bureau's staff are licensed detectives as the nature and character of work in which they are engaged does not require such licensing.

From all the foregoing I am obliged to conclude that the Better Business Bureau is engaged in "the business of investigator," as that term is used in Section 70 of the General Business Law. Accepting its statement that it has never inquired into the "personal character of individuals," it still appears that when it has gone beyond the "financial rating" and the "business and financial standing, credit and responsibility" of persons, firms or corporations, and has collected facts about "business character, reputation and practices," it has gone beyond the exceptions recited in the statute, which covers not only information as to the "personal character of any person" as well as the "character or kind of the business and occupation" of any person, firm, company or corporation. It would seem to me to be difficult to distinguish between reporting upon "business practices" and report upon the "personal character of a firm."

On the question of whether such

information has been furnished "for hire or reward," the conclusion is not so plain. If it has not been so furnished, no license is required, notwithstanding that the bureau or agency is conducted or maintained for the express purpose of furnishing or supplying information of the nature referred to in the statute.

"Hire" and "reward" have various meanings. As used in this statute, they mean, I think, "recompense for service," or "compensation"; in short, "pay" or "remuneration." Obviously, when a person applies to the Bureau for advice as to an investment or with a complaint of fraudulent advertising or other trade deception, or when the Bureau supplies to a prosecuting officer or a newspaper the details of a swindle, and no charge whatever is made for the service rendered by the Bureau, such service is gratuitous, unremunerated, unhired and unrewarded as far as the beneficiary is concerned.

But is it actually so, with respect to the Bureau and its staff? The test of that, I think, would be whether such service would or could continue to be rendered were all manner of membership dues, assessments, contributions, benefactions and endowments or income of any nature in favor of the Bureau to be permanently cut off. In this view, though the persons receiving the benefits of the Bureau's service may pay nothing for it, it can hardly be said that such service is unremunerated. Somebody pays for it; somebody has to pay for it, or it would not and could not be rendered. And the Bureau gets the money. Such compensation is no less tangible because it is indirect. The statute does not say that the hire or reward to which it refers shall be considered non-existent if it is derived from sources other than the beneficiaries of the service. It seems to me that the kind of service which the statute intended might be rendered without a license is that which is wholly unmercenary, and unpaid for by anybody, out of any funds, in any way.

By way of illustration, one needs no public service franchise and no chauffeur's license to carry goods

furnished or passengers gratis, nor does one need a license to act as an uncompensated real estate broker. But if a public spirited membership corporation, supported by public subscriptions, should undertake to render free taxi service to the public or to buy and sell real estate without fees from customers, I apprehend that the fact that the persons served paid nothing would not suffice to bar the operation of the regulatory statutes, in view of the fact that the service was paid for in another way.

I suppose it will be urged in this connection that the Better Business Bureau is a membership corporation, and as such is not organized for profit; that no profit accrued to it, and all of its income is used in defraying the legitimate expenses of its administration. This brings up a grave situation which is troubling me in various other connections; namely, the right of a membership corporation, as such, to receive substantial revenues and carry on what is in effect a business enterprise, even though all or almost all of such income is paid out in salaries. As the point is not essential to the disposition of the present question, I will merely mention it, to indicate that it has not been overlooked.

As to your supplementary inquiry, it appears to be sufficiently established that private detectives or investigators who work solely for one employer need not be licensed (opinion, attorney general, Nov. 10, 1919, 21 St. Dept. Repts. 495). My conclusion is that the Better Business Bureau of New York, Inc., is carrying on the business of investigation for hire or reward, and should be licensed under Section 70 of the General Business Law, but that its hired investigators, employed solely by it, need not be licensed. I am prepared to agree that the work of this Bureau may be so unreservedly in the public interest and for the general good and welfare that the Legislature might be justified in excepting it from the operation of the Statute, but I do not find that the Legislature has done so.

HAMILTON WARD,
Attorney General.

E. P. Hulse Again Heads Printing Engineers

Edward Pierce Hulse has been re-elected for the fourth time as chairman of the Printing Industries Division of The American Society of Mechanical Engineers. John Clyde Oswald has been re-elected for a five-year term on the executive committee, having been appointed two years ago to fill an unexpired term. Walter E. Wines, manager of the mechanical department of the American Newspaper Publishers Association, is secretary. Other members of the executive committee, now serving, are: Frederick M. Feiker, George C. Van Vechten and William C. Glass.

Appoints Martin-Pilling-Shaw Agency

The Charles P. Cochrane Company, Philadelphia, manufacturer of rugs and carpets, has appointed Martin-Pilling-Shaw, Inc., advertising agency of that city, to direct its advertising account.

Purchases Savannah "Press"

The Savannah, Ga., *Press* has been purchased by the Savannah *Morning News*. The *Press*, which is an afternoon paper, will continue to be published separately under the new ownership. Pleasant A. Stovall continues as editor of the *Press* and William G. Sutlive as manager.

Transferred by "Nation's Business"

Gabriel Payne, formerly Western promotion manager, at Chicago, of *Nation's Business*, Washington, D. C., has been made Pacific Coast representative, with headquarters at San Francisco.

Death of Harold Helmer

Harold Helmer, president and general manager of Beecher, Peck & Lewis, Detroit, paper merchants, died recently at the age of fifty-two. He had been with the Beecher, Peck & Lewis company since 1912.

Oil-Elec-Tric Account to Yarnell-Camp

The Oil-Elec-Tric Engineering Corporation, Minneapolis, manufacturer of oil burners, has appointed Yarnell-Camp, Inc., advertising agency of that city, to direct its advertising account.

Warren Rinenberg Joins "The American Hebrew"

Warren Rinenberg has joined the advertising staff of *The American Hebrew*, New York. He was formerly with the national advertising staff of the *New York Daily News*.

Success Stories

The

VelvetSkin

TRADE MARK REG.

PATTER

DIVISION OF

Connecticut Telephone Corporation
Meriden Conn.

December 15th 1930.

Harper's Bazaar,
572 Madison Ave.,
New York City.

Attention of R. Kingland Hay

Gentlemen:

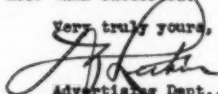
When the figures show that a periodical has produced results as good as promised by the space salesman, that is as much as can be reasonably expected.

But when the results are better than promised, we feel that the publisher is entitled to know about it.

In developing distribution of the VELVETSKIN PATTER, Harper's Bazaar more than paid its way for the part it played in helping to establish some of our most important accounts. The additional value, in the way of promoting consumer interest, has been just so much velvet for the VELVETSKIN PATTER.

We are more than satisfied.

Very truly yours,



Advertising Dept.,
CONNECTICUT TELEPHONE & MFG. CORP.

A/nl

HARPER'S

FREDERIC DRAKE, VICE-PRESIDENT


IMPORTANT ADVERTISERS

This year a strict accounting must be given for every advertising dollar. Turning these dollars into *immediate sales* certainly makes a splendid showing on the monthly balance sheet.

That Harper's Bazaar produces immediate sales for the manufacturer is evidenced in the complete proof offered here by the Velvetskin Patter Division of the Connecticut Telephone and Electric Corporation, whose very *first* advertisement in Harper's Bazaar brought inquiries at once, from both the consumer and the highest rated department stores in America—for a new product priced at \$5.00.

Harper's Bazaar readers are the leaders who create buying trends and *sales acceptance* in the greater markets.

HARPER'S BAZAAR—
BUSINESS MANAGER



"Marvelous"
is what they're saying about

THE
Velvetskin
PATTER

To fast the world's most amazing gain of this season is the Velvetskin Patter. It is neither too hot, too cold, too dry, nor too greasy. It is a quick and pleasant method of getting your skin into the best of health. For the Velvetskin Patter changes the old rule of beauty giving into a new pleasure.


The Velvetskin Patter operates effectively, delivering more than one hundred times the power of the skin's natural oil. It is a quick and pleasant method of getting your skin into the best of health. For the Velvetskin Patter changes the old rule of beauty giving into a new pleasure.

In the better shops and stores all over the country, the Velvetskin Patter is "selling itself" to beautiful women who have learned the secret of keeping a complexion clear and glowing. It is a quick and pleasant method of getting your skin into the best of health. For the Velvetskin Patter changes the old rule of beauty giving into a new pleasure.

A few minutes with the Velvetskin Patter makes all the difference in the world. It is a quick and pleasant method of getting your skin into the best of health. For the Velvetskin Patter changes the old rule of beauty giving into a new pleasure.

Write for our interesting new booklet "How to Use the Velvetskin Patter" which tells you the best method of using your skin cream and how to get the most out of it. It is a quick and pleasant method of getting your skin into the best of health. For the Velvetskin Patter changes the old rule of beauty giving into a new pleasure.

CONNECTIONS TELEPHONE & ELECTRIC CORPORATION
1000 Broadway, New York 10
New York 10, N.Y.



NAME _____
ADDRESS _____
CITY _____ STATE _____
ZIP _____

On January 1st

WILLIAM C. MAGEE

*formerly Director of Typography and Printing
for Batten, Barton, Durstine & Osborn,
joined this organization as a
Stockholder and Director*

The WOODROW PRESS, Inc.

225 VARICK STREET · NEW YORK

FOR TEN YEARS
SPECIALIZING IN TYPOGRAPHY AND PRINTING
FOR ADVERTISING AGENCIES
AND PUBLISHERS



THIS ANNOUNCEMENT *will be interesting to
our clients, for Mr. Magee, who becomes
executive Vice-President, brings to us not
only a national reputation as a master
typographer and creator of fine printing,
but also a thorough knowledge
of agency problems*

Advert

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What Kinds of Advertising Material Will Schools Use?

Advertisers Are Given Results of a Survey as a Guide to Material Which Schools Will Use

SCHOOL officials on various occasions have voiced their resentment against the growing movement to make educational institutions a channel for distribution of propaganda from advertisers. Some school officials have recommended legislation to curb such endeavors. In fact eight States already have laws or rulings to regulate propaganda in schools.

The call for legislation springs from antagonism to advertising which loudly grinds the axe of the advertiser. Naturally any advertiser who spends money on educational material for school use does so because he sees advantages which his expenditure will return to him. Co-operation of school officials, the advertiser should realize, will make or break this phase of his advertising work, so he will want to get all the information he can which will guide him in making the most of his opportunity; first, to get the good-will of school officials so that they will help him; secondly, to reach the student bodies and win their appreciation.

To provide a guide, the Association of National Advertisers under the direction of its Research Council, has published "How Schools Use Advertising Material," a book which tabulates and interprets the results of a survey among teachers in schools and colleges and home economic workers. Saidee E. Stark, Ph.D., professor of home economics at Winthrop College, Rock Hill, S. C., the author, undertook the study to get a doctor's degree. The book contains 186 pages and includes forty-four statistical tables and is available for purchase from the Association of National Advertisers.

Opposition to use of advertising material is summed up in the introduction to the book, which states that "since schools exist primarily for the education of chil-

dren and not in the slightest degree for the purpose of selling commodities or services of particular concerns, many educators feel that children should be protected from firms who are not alive to this ideal. . . ."

Most obnoxious, it is declared, is the pressure brought to bear by enthusiasts for observing "days and weeks." This and similar insistence reflects on all advertising material. It is the purpose of the book to offer constructive help to teachers in evaluating such material and to raise the standard of such material.

The study is based on questionnaires sent to home economics teachers in schools and universities, to city and State supervisors and to home demonstrator leaders and agents—a total of 500. Replies were received from 260.

There follow some pertinent observations picked at random which should convey an understanding of the scope covered by the book.

Of 249 teachers who answered relative to the frequency with which they use educational advertising material sent them, 21.3 per cent "nearly always" use it; 63.4 "frequently" use it; 14.9 answered "not as a rule," and 4 per cent "never" use it.

"Place in hands of individual students for study purposes" ranked first in value but second in frequency among the various uses made. "Use on bulletin board" ranked second in value but first in frequency or popularity.

Of 222 home economists answering the question, 64.4 per cent stated they "never" or do "not as a rule" use recipes sent out by advertisers.

Among all who replied, 91.8 per cent state that they are not favorably influenced by testimonials.

On the matter of brand prominence, the following comments are among those received:



BUILDERS ARE A BIG YEAR OF

IN twenty-seven cities, more than one billion dollars of construction, not including governmental projects, is scheduled for the first four months of 1931. And in many other cities and towns, loans are now available for additional building. All over the country, first-hand reports reveal large numbers of structures of various types slated for construction during 1931.

Builders are already starting construction schedules for the new year. They are carefully selecting products for tens of thousands of new structures. The products they choose and purchase will enjoy nationwide sales in 1931.

To win countrywide consideration of your products for the new jobs that will constantly be undertaken throughout the year . . . to establish your product firmly throughout the entire building industry—it is essential to reach the scores of thousands of builders who control building operations throughout the country.

AMERICAN BUILDERS' DIRECTORY

WASHINGTON

105 W. Adams St., Chicago

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PREPARING FOR OF CONSTRUCTION

This can be done thoroughly and effectively through a publication which has combined the features of two leading building mediums into an unprecedented publishing service—AMERICAN BUILDER AND BUILDING AGE.

Its subscribers are active in every section of the country—on all types of building construction—both residential and non-residential. Their influence in the building market is decisive and nationwide. Win and hold their approval for your product through this master building medium.



AMERICAN BUILDER AND BUILDING AGE

St., Chicago

San Francisco

Not allowed to use the trade name. Material cannot be used if name is too conspicuous because of local ruling, but if principal consents and firm name is inconspicuous, it may be used.

If name of firm is too prominent, one feels as though he is advertising instead of educating.

Undesirable for it to appear frequently in reading matter—develops distrust due to over advertising.

With college work we always discuss dangers and advantages of advertising material before using, so the name does not matter.

On a further question as to brand name, 198 out of 251 answered that they do "not as a rule" or "never" remove the name from the material.

Misrepresented scientific truths or half-truths, exaggerations and weak or mediocre educational values are the three most serious defects of educational advertising material, according to the combined groups of home economics workers.

Three tables are published which list the criteria which determine the value of material. One table is for the opinions of the various groups. These data were submitted to a select jury which weighted the group values and from these a jury ranking was made.

In the chapter devoted to problems of control and limitations, the following are listed as having State laws or rulings regulating propaganda in the schools: California, Delaware, Louisiana, New York, Minnesota, New Hampshire, North Dakota, Rhode Island and the District of Columbia.

Twenty-nine States and Hawaii have local rules or regulations which vary in the different cities.

A Phrase of Praise

DELANE BROWN, INC.
BALTIMORE, DEC. 26, 1930.

Editor of PRINTERS' INK:

"Tried and never found wanting"—is a phrase that I can well apply to PRINTERS' INK, from my own personal experience.

I thank you very much for your prompt response to my request for clippings from articles containing special information. These clippings which you sent are now having my close attention, and they will be returned to you immediately when I have finished with them.

RICHARD W. FREEMAN,
Vice-President.

New York Advertising Women Again Offer Course

The League of Advertising Women of New York will offer again this year a course of twenty lessons in advertising at the Clubroom in the New York Times Annex. Classes will be held every Thursday evening from 7:15 to 9:00 P. M., beginning January 15, 1931. From those who enroll in this course, the scholarship committee will select two candidates whose work is sufficiently outstanding to merit scholarships awarded by the League for further study of advertising. Katherine Mullally is chairman of the scholarship committee in charge of the course.

Organize New Toronto Display Firm

Lawson-Wills is the name of a new color display advertising business which has been organized with offices at 28 Temperance Street, Toronto. Members of the new business are Philip J. Lawson, for the last several years with the *Toronto Globe*, and Clifford Padgett Wills, artist.

Cosmetic Account to Gottschaldt-Humphrey

The Newbro Manufacturing Company, Atlanta, manufacturer of a line of cosmetics, has appointed Gottschaldt-Humphrey, Inc., advertising agency of that city, to direct its advertising account. Newspapers in various markets throughout the country will be used.

Appoints Cutajar & Provost

John Ritzenthaler, New York, manufacturer of Ritz cleaning cloths, has appointed Cutajar & Provost, Inc., New York advertising agency, to direct his advertising account. Magazines, newspapers and business papers will be used.

Appoints Barlow, Feeley & Richmond

The Beacon Milling Company, Cayuga, N. Y., stock and poultry feeds, has appointed Barlow, Feeley & Richmond, Inc., Syracuse, N. Y., advertising agency, to direct its advertising account.

Bassett-Kinzel-Crouse Appoints M. A. Wood

Merrell A. Wood has been appointed director of advertising development for Bassett-Kinzel-Crouse, Inc., Cleveland, color lithographer and printer, successor to the Forman-Bassett Company.

E. H. Stahl Joins Fruit of the Loom Mills

Everett H. Stahl has resigned as advertising manager of the Economy Grocery Division of First National Stores, Hartford, Conn., and has joined Fruit of the Loom Mills, New York.

Jan. 8, 1931

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The Manufacturer's Responsibility for Cut-Price Wars

Secret Discounts That Invite Dealers to Slash Prices

By F. O. Moburg

President, The Rex Companies (Fly-Tox)

THE kernel of the nut of the price cutting by retailers controversy is found in thirty-seven words written by Thomas A. Edison to Congressman Clyde Kelly.

Mr. Edison says: "The competition developed by the price-cutting methods of certain retailers is harmful to the manufacturer, destructive to the legitimate dealer and of no lasting benefit to the small portion of the public temporarily affected by it."

Any thorough thinking economist will subscribe to the conclusion that there is no one who permanently benefits from the impractical, unprofitable methods of selling merchandise strictly on price appeal.

If price is to be the paramount consideration in the purchase of all commodities it spells doom for the wonderful structure that has been erected in this country.

Our great transportation systems once used the cut-price method of procuring business. Rebates were offered—special concessions made to large shippers and what a chaos resulted. Millions of investors saw their capital shrink—unscrupulous camouflaging of real worth by "watered" stock resulted in poor equipment—poor service—bribery—labor trouble—failures—panics.

That era of demoralized railroad competition should stand as a horrible example of profitless policies. No one benefited, but its degrading effect touched every home in the country.

Would anyone presume to infer that the country as a whole and every single individual has not benefited from rate regulation and the placing of competition between common carriers strictly on a service basis? True, there are some slightly undesirable conditions still remaining, but they are like the

perfumed breath of a June breeze as compared to a devastating tornado.

Every retailer must make a profit, whether he owns one establishment or one thousand. The Supreme Court of the State of Washington has said: "It is fallacy to assume that the price cutter pockets the loss. The retailer recoups his losses on the cut price by sale of other articles at or above their reasonable price."

Before the "Cut-Price Era" the consumer paid a reasonable price for all items bought. The retailer's mark-up was reasonable. The manufacturer and wholesaler made their fair profit.

Now the consumer is attracted to a retail establishment by a cut price on advertised brands of merchandise, and is sold other merchandise carrying abnormal profits.

This is not benefiting the consumer, but is demoralizing manufacturing and distributing establishments all over the country. This in turn is affecting the prosperity of every community.

Manufacturers Have Been Dupes of the Price Cutters

The manufacturers (and I am a manufacturer) themselves must assume a large share of the blame for the present condition. We have been dupes in this process. We have gone one at a time into the office of the clever and efficient buyer for large organizations. Instead of selling our proposition, the buyer sells us on what we should do in the way of discounts and then some more discounts. Claims of savings due to centralized buying and lack of necessity for calling on individual stores bring further claims for discounts.

The next step in the process of buying is to sell us on the adver-

Hitch your wagon to

AN OPEN LETTER TO THE SOBER-HEADED BUSINESS MEN,
MANUFACTURERS, AND ADVERTISING EXECUTIVES
OF AMERICA. . . . FIRST LETTER OF A SERIES

Check this statement in 1932



The Literary Digest does not subscribe to the theory of the halfgods of economics that now is the time for nervous men to take nerve and plunge.

This is no time to follow meteors or chase jumpy will-o'-the-wisps circling weird orbits in the advertising or investment fields.

Now is the time for all good business men to take thought soberly, not recklessly, and plan more carefully today than ever before, to the end of credit sustained and volume maintained through this important year. Sound thinking and judicious spending are the sure highroads to success and surpluses.

The Literary Digest is known to students of the publication industry as the sounding board of American opinion more than any other single periodical in the history of the nation. Its finger laid on the pulse of the

people has registered time and again the one sure index to the state of the nation as a whole.

"As *The Digest* goes, so goes America," is a national editorial maxim. Its pre-election and dry-wet polls have called the turn successfully throughout this last sizzling decade. Checkers of advertising coupons regard this magazine's circulation the most responsive sold today.

To business men of America, builders of sales plans and placers of advertising orders, *The Literary Digest* says:

"Hitch your advertising wagon for 1931 to a constant star—the one great middle-of-the-road publication that year in and year out attracts to its subscription list the prosperous, sober-reading, sober-judging portion of the public whose firm dictums on merchandise, as on public men and events, most affect your sales curves."

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These are the thinking people of steady income, sound resolve, and unvarying purpose to whom to appeal with sound arguments and unvarying sincerity, for sales in 1931.

The 1,400,000 guaranteed

circulation of *The Digest* will be with it in 1932, sheltered and fed and clothed and ready to buy more than of what they buy now. Present your story this year to these responsive and responsible buyers.

SOUNDING BOARD OF AMERICAN OPINION"

"*The Literary Digest* is known to students of the publication industry as the sounding board of American opinion more than any other single periodical in the history of the nation. Its finger laid on the pulse of the people has registered time and again the one sure index to the state of the nation as a whole."



The *Literary Digest* has shown that quality circulation does not necessarily come in small packages. By selecting its circulation from homes with telephones, it has grouped more than a million alert and active American families—proved responsive to advertising because their subscriptions were secured by advertising.

Over 70% of its readers are executives, owners of businesses or professional people. The *Digest* reaches 37% of all families with incomes of \$10,000 and up. Its subscribers are ready buyers in the upper income brackets. For 1931, advertisers buy a guaranteed average circulation of 1,400,000 preferred prospects.

* The Literary Digest

O F A M E R I C A N O P I N I O N

tising allowance which is supposed to place the name of our product in the buyer's advertising space in newspapers, in hand bills and the like. Then there is so much to be paid in cash for window displays and counter displays. Still again there may be a clerks' commission to be allowed on the retail price, but we are asked to adjust the per cent to meet the wholesale price.

The primary object of this buyer is to get the manufacturers to give as many discounts and rebates as possible, so he can *cut the retail price as low as possible* and use the nationally advertised product as a bait.

Thus the manufacturer is not doing a selling job, but has actually emerged from a miniature Disarmament Conference and as a rule ends up by "sinking" a great many dollars.

And so the parade of salesmen or "diplomats" passes in and out of the door marked "Buyer."

Each has probably given till it hurts. And it doesn't stop there—it is hurting all through the manufacturing and distribution structure of the country. Each has allowed himself to be placed over a barrel and several additional profits pounded or squeezed out of him until he has nothing but his post office address left.

Manufacturers Must Awaken to Critical Condition

I think the people who need waking up more than anyone else are the manufacturers. Each manufacturer is trying to handle his own proposition in his own way. Each thinks that a large job has been done when he sells multiple-store organizations. Then he sends his salesmen into the highways and byways to get business from the individually owned stores. Of course he finds smaller volume from these sources; consequently sales expense increases in this effort so that in the end the amount supposedly saved by selling a large number of stores at a central office is lost, because it costs practically as much to cover the territory with a diminishing volume of business.

On the other hand, the chains are now finding competition among themselves. When there was little or no competition in the cut-price field, there was a temporary advantage—now that has passed. The cut-price merchants find themselves with insufficient profit and instead of raising their standards of selling to the proper basis of quality and service, some are trying to batter the manufacturers still lower.

I believe that cut-price merchants and chains have a definite place in the merchandising structure. They should appeal to the frugal cash buyers who will patronize these places to save a few cents—these few cents to represent the service that the consumer renders the dealer by coming into the store and paying cash. But to slash prices in an unnecessary and unwarranted manner by driving manufacturers to an unprofitable level is economically unsound and dangerous.

I believe that chain stores have their rights just the same as the individual stores, and I believe they have a right to exist, and I believe they have a right to freedom from many of the attempted special taxation laws, but I do not believe that they have rights to compel the manufacturer to give every cent of profit there is in a line of goods, just because their buyer wants an advantage, such as will help him to put other people out of business.

New Accounts to Littlehale-Burnham-Rossiter

The Hotel St. George, Brooklyn, N. Y., has appointed Littlehale-Burnham-Rossiter, Inc., New York advertising agency, to direct its advertising account. Newspaper, magazine, direct-mail and radio advertising will be used.

The Weksler Thermometer Company, New York, which is affiliated with the United States Radium Corporation, has also appointed the Littlehale-Burnham-Rossiter agency to handle its advertising account. Business papers and direct mail will be used on this account.

Appointed by DeForest-Crosley Radio

R. A. Harris, formerly publicity manager of the De Forest-Crosley Radio Company, Toronto, has been appointed advertising manager of that company.

How Some Successful Sales Contests Were Run

(Continued from page 6)

different products. The amount of sales that each man in each division had actually made on each product for the first six months of the year was tabulated. The total of each product was then divided by twenty-five, which gave the average weekly shipments on each product for each week of the first six months, for each man. This figure, as applied to each product, was then set as each man's quota for each product for every one of the thirteen weeks that the contest lasted.

For the sake of simplicity, the products were grouped into five classifications. Ten points were allowed each week on each of these five classifications when the same quantity of goods was sold as the quota indicated. If the quota was exceeded, then more than ten points were given. "This meant," says Mr. Bonney, "that some salesmen had quotas for the week on some division of our products of, say, 125 units, while some other salesman in a small territory would have a quota of only 50 units. In other words, the first man would have to sell 125 units to get ten points while the second man would have to sell only 50 units to get ten points, so that every man was placed on an equal basis."

The sales of each of the six divisions of the company on all products were tabulated in the same way as the volume of individual salesmen. Then a quota was established for each division on each of the five product classifications. "As a consequence," Mr. Bonney declared, "we had a two-headed contest, first, each division trying to get as many points as possible for the divisional contest, and, second, every salesman trying to get as many points as possible for his own contest."

* * *

Remington Rand Business Service, Inc., recently completed a contest—it prefers to call it a cam-

paign—which was based on an idea that William F. Merrill, president, has frequently expounded. "The personal progress of each individual always will be the measure of our success," is the way Mr. Merrill sums up the idea. The sales organization carried out the idea as follows:

1. Object:

To furnish each salesman with a concrete reason for making personal progress.

2. Theme:

The object suggested the theme—personal progress.

3. Duration:

The contest started June 2 and ended September 30.

4. Prizes:

Merchandise—including such items as davenports, lounging chairs, desks, tables, lamps, clocks, leather purses, handkerchiefs, toy automobiles, golf clubs, silverware, etc.

5. Details:

A minimum requirement was set up for each man. All points in excess of this minimum were credited toward merchandise prizes. For this reason, the success of one salesman in no way detracted from the opportunity of another. More than 40 per cent of the field organization qualified for prizes.

This company ran another contest, the very day after the Personal Progress Campaign ended. This contest also lasted for three months. It was based on a drive for new accounts. There were offered 128 prizes in cash, totaling \$3,055. These prizes were allocated according to sales organization zones in accordance with the number of typewriter salesmen in each zone. A new account was defined as any business concern, individual or school buying new Remington typewriters for the first time; or any buying new Remingtons after a lapse of three years during which time, however, other makes of machines have been purchased.

* * *

The Frigidaire Corporation is continually making use of contests. Its latest contest ended on December 27. These are the principal details:

CYRUS H. K. CURTIS

President,
Curtis Publishing Company

● What a fortunate thing that advertising undertook, and today successfully does, the needed regulatory work of advertising.

Of the moves through which advertising won the confidence of business, this is one of the greatest. It began sixteen years ago—with the foundation of the Audit Bureau of Circulations.

Ever since its inception, men who have built the publications of America—men in whose publications business expends millions of dollars for space—have fostered the work of the A. B. C. Their co-operation has made it possible to place in the hands of all who purchase space, the means to a sound, reliable measure of values.

How many in advertising today fully use this positive protecting power the Bureau makes available?



Hundreds do, of course. But additional hundreds, the Bureau believes, are not as yet fully employing this sure way to guard the appropriation.



An Advertisement by the

Executive Office

The Audit Bureau of Circulations has probably done more to utilize the advertising business than any other agency has ever attempted to do, and in the years it has strengthened and secured the confidence of advertisers to such an extent that its activities at the present time are indispensable."

Cyrus H. Curtis

● "I feel that the organization of the Bureau was a great step forward in putting advertising on a much sounder basis. There is no question but that it has been an important factor in creating greater confidence in advertising and in advertising media on the part of American business men. I am glad to realize that our company has been a supporter of the Bureau from its inception."

Lee W. Maxwell

LEE W. **M**AXWELL

President,
Crowell Publishing Company

It is valuable information — that contained in the Bureau's Audit Reports. And the whole story never is told on the first page of the report. On the inside pages are facts and data everyone buying space has a right to know.

Reports of the Bureau cover almost every important publication in America. Publishers expect and want men buying advertising to use them.

As a recognition of service, not only publishers and agencies, but a distinguished group of advertisers, hold membership today in the Audit Bureau of Circulations.



by the **AUDIT BUREAU OF CIRCULATIONS**
ve Office, Chicago

GOOD COPY

An advertise-
ment which offers
service—

which is attrac-
tive enough to be
noticed—

inviting enough
to be read and con-
vincing enough
to be remem-
bered—

will benefit both
public and adver-
tiser.

**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 Madison Ave.
New York City**

1. Object:

To stimulate sales during the season.

2. Theme:

Football—a series of three games.

3. Duration:

The first game ran from October 6 to November 1; the second from November 3 to November 29; the third from December 1 to December 27.

4. Prizes:

For district team scoring the most football points—a Regional Championship Trophy.

For the region selling the largest percentage of quota—a Sales Manager's Trophy.

The eleven high men in each district will constitute the All-District Team and will receive individual football trophies.

The eleven high men in each region will be known as the All-Conference Team and will be awarded individual trophies.

The eleven high men in the country will constitute the All-American Team and each man will receive a trophy from the vice-president in charge of sales.

Letter Men—each man who sells his quota will be a Frigidaire Letter Man and will receive a championship football medal pocket piece properly inscribed.

5. Details:

Frigidaire has seven sales regions divided into fifty-four districts. Each region constituted a "Conference." Each district represented a team. Districts were matched against districts, in the same "Conference." The opposing teams were named just prior to each game.

Every district was given a special campaign quota which was purposely made a little high. Each district scored one point in each game for each 2 per cent of quota sold. The number of points earned by each district, each week, was transposed into a football score on the following basis:

Six points—one touchdown.

Three points—one field goal.

One point—point after touchdown. (A point after touchdown was not scored except where a touchdown was made.)

It all sounds rather complicated yet, figures available at the time of writing indicate that during the first game, the average quota for the entire company was exceeded slightly; and remember the quotas were set high!

Now let us review quickly some other sales contests.

The Johns-Manville Sales Corporation runs a number of contests. Last fall it ran the J-M Harvest Contest. This was held entirely within districts. There were prizes for the first, second and third salesman who ran up the highest scores in each district. Points were allotted for certain conditions that were imposed each month by the local district manager. Members of the home office staff donated a cup to be awarded to the district making the best showing on the basis of sales compared with the sales budget, during the period of the campaign.

The Remington Cash Register Co., Inc., ran a four-month contest for junior salesmen. A golf club outfit was the prize, the winner to be determined on the basis of the highest percentage of quota. This company also ran a contest based on the idea of getting salesmen to explain how they answered the objection: See me after the first of the year. The best answer was to be given a prize of \$10.

R. E. Sherer, assistant sales manager of The Insulite Company, writes—concerning a contest which started October 15 and ended December 15:

"The theme of the contest is built around the fact that when we provide insulation against transmission of heat through the use of Insulite, we stop the transference of B.T.U.'s from one side of the board to the other. With these magic initials as the nucleus, we formulated, during the period of the contest, a large number of expressions, whose words began with those same initials, in the same sequence.

"Ninety-eight men contended for four prizes. One of these prizes was awarded to one of nine district managers, while the other three constituted first, second and

ADVERTISING IN "PUNCH" OPENS UP



Out go the mails with "PUNCH"—"PUNCH" that everyone is waiting for, "PUNCH" that all English-speaking people respect as they respect their own flag...

"PUNCH" with *your* advertisements in it. Back come the orders, orders from every corner of the world, for people who read "PUNCH" *trust* what is advertised in it.

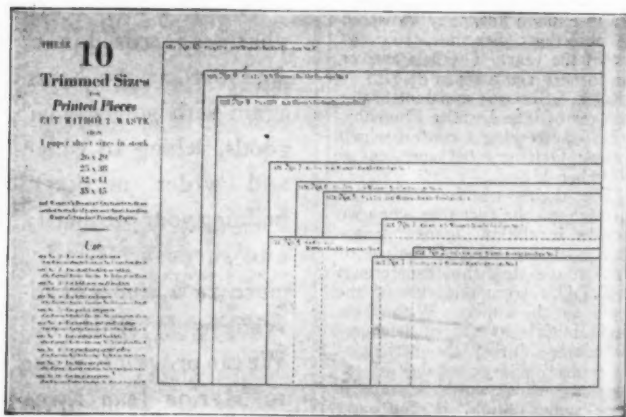
And out go the boats again with goods, *your* goods, selling to wider and wider markets, building your prosperity and success. Trade, more trade, comes of advertising in "PUNCH."

We can prove it! Write to Marion Jean Lyon, Advertisement Manager, 10 Bouverie Street, London, E.C.4, Eng.

Right at your own



This Chart makes it easy!



Actual size of chart 17" x 17"

S. D. WARREN COMPANY, 89 Broad Street, Boston, Massachusetts

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S. D.

our own Desk—

that's the place to start cutting your printing costs

A variation of only a fraction of an inch in size can often make a mailing piece considerably more expensive.

Your printer can't help this. It's simply that non-standard sizes automatically require a lot of extra operations. The job becomes a "special" . . . entailing special estimates . . . the manufacture of special-size paper sheets . . . special envelopes . . . then special press-setting and handling all through the printer's plant.

All that is necessary overhead . . . and, as such, it goes on your bill. But it really began right at your own desk. And that's where it can best be stopped.

How? By sticking to mailing piece sizes that are standard. There are more than enough for all your needs.



This new Warren Chart gives them to you in a convenient, usable form. It's only 11" x 17", but it carries actual-size diagrams of wide variety of shapes and sizes. All of them cut economically from standard paper sheets . . . and all of them fit Warren's Standard Booklet Envelopes.

Your printer can get these sheets and envelopes at the paper merchant's. He has no costly extra overhead. He can devote his whole time and ability to creating the fine typographical effects that will make your mailing piece really distinctive.

Your printer probably has some of these Charts on hand. Ask him for one. Keep it right under the glass on your desk, for ready reference. You'll find it saves trouble—and real money. If he cannot supply you, write us.

S. D. WARREN COMPANY, 89 Broad Street, Boston, Massachusetts

DEAR GIL:

There isn't anything in advertising as important as COPY. Nothing! The thing that makes your advertising profitable isn't where you place it, nor how often, nor the facts you use, nor the size, nor the color of your ads, not even the beauty, usefulness, economy or desirability of what you sell. Each of these contributes to success, none dare be neglected, each must be skillfully used, but COPY in advertising is KING. I know I'm meddling, I know I'm jibing, I know I'm yelling in church, but why do sellers of things ever publish and pay for complacent mewey advertisements that haven't the interest of a wadded cigarette pack? If the men who spend 20-30-50 thousand dollars annually in advertising would go to the bank and ask to see thirty thousand dollars piled high in the middle of a floor, I'll take a bet they'd stop placing their advertising in the nicer way and they'd go on a roaring hunt for an agency that could and would bang their ads into startling and able sellers of the things they sell.



OREN ARBOGUST

• ADVERTISING •

30 N. MICHIGAN AVENUE, CHICAGO

third prizes to individual salesmen. This contest, like previous ones, was intended to accomplish an increased volume of business, as well as the acquisition of new customers."

* * *

And now for some conclusions:

1. Don't run a contest unless you work out a specific and worthwhile objective. It may be new accounts, building up a slack season, beating sales for a similar period last year—whatever it is, get it clearly set in mind before the contest details are given a thought.

2. Make the goal a reasonable one. Most salesmen have a pretty clear idea of what they can accomplish along certain lines and contest enthusiasm will never develop if the salesmen are convinced that they have been asked to do the impossible.

3. Don't penalize the star men in order that those at the bottom may be given a chance to win. On the other hand, don't arrange matters so that it is a foregone conclusion that Mr. Star is going to pull down the big prize.

4. Make the prize worth the effort. And in this connection it is worth remembering that cash prizes may be as welcome in 1931 as Timken-Detroit, N. C. R., and others found them to be in 1930.

5. Contest spirit is quite easily kindled. It is not so easily maintained, however. A flow of material from the home office—idea and factual material; not inspirational—will help to keep the pot boiling.

6. Don't chide those who are at the tail-end of the competition—not if you feel that they are worth keeping on the staff and developing. There is more than one legitimate excuse for not being among the top-notchers.

7. The theme of the contest will very often determine its duration. Aside from that, there is little to guide one in determining how long a contest should run. Something akin to theatrical instinct is called for in determining this point.

8. Rid the contest of cumbersome details. This is a fault of many contests. The salesmen must spend hours studying the contest

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details; they must spend other hours complying with the rules and regulations. As a consequence, too much time is lost from selling. Simplify the contest and arrange to do all of the bookkeeping at the home or divisional office.

9. This is a debatable point—should the salesmen compete with one another or with themselves? If there can be said to be any trend of thought in a matter of this kind, it probably is in the direction of designing contests that do not depend upon rivalry between individuals.

10. Another debatable point—the "game" as a contest theme. If personal prejudices were the sole guide, fewer sales managers would use such themes as football games, baseball games, horse races, trips around the world, submarine voyages, etc. They are used, however, because many organizations have found them to be resultful. Apparently, it all depends upon the type of salesmen who constitute the sales force.

11. There is sometimes a tendency among the salesmen to hold back orders in order to make a sensational finish. Guard against it.

12. Finally, lay plans to avoid the after-contest slump. That may be easier said than done—but there are many solutions.

J. L. de Brueys Starts Own Business

John L. de Brueys, for the last three years advertising manager of *The Houston Gargoyle*, Houston, Tex., and, before that, with The Rein Company, advertising agency of that city, has started his own advertising business at Houston with offices at 611 West Bell Avenue.

Empire Steel Appoints Aubrey & Moore

The Empire Steel Corporation, with headquarters at Mansfield, Ohio, has appointed Aubrey & Moore, Inc., Chicago advertising agency, to direct its advertising account. The company is manufacturer and distributor of Wabik sheets for porcelain enameling.

Joins Blanchard-Nichols-Coleman and Johnston

Virgil Malcher, formerly with the Mackinnon-Fly Publications, Inc., New York, now the Radio Science Publications, Inc., has joined Blanchard-Nichols-Coleman and Johnston, publishers' representatives, Chicago.

FIRST

in
CIRCULATION
in Seattle
and the
State of
WASHINGTON
(Ask for
Latest
OFFICIAL
Figures)

FIRST

in Advertising
Linage: LOCAL,
NATIONAL and
CLASSIFIED

THE SEATTLE TIMES

O'Mera & Ormsbee, Inc.
National Representative

New York

Detroit

Chicago

San Francisco

Los Angeles



WOMEN take their families and friends to lunch or dine at Y. W. C. A. Cafeterias all over the Country. Last year about 23,000,000 meals were served in them.

CAFETERIA managers are much interested in securing the finest equipment and the best foods because Y. W. C. A. standards are high.

YOU can help them to buy the best equipment and the finest foods if you will send your salesmen to them. For complete information concerning this market which, includes such service as letters of introduction for your salesmen, write or telephone

Helen B. Leavens, Advertising Manager

THE WOMANS PRESS

National Official Magazine of the Y. W. C. A.

PLaza 3-4700

600 LEXINGTON AVENUE
NEW YORK, N. Y.

Advertising Appropriations and Percentage of Sales

THE MOSS-CHASE CO.
BUFFALO, N. Y.

Editor of PRINTERS' INK:

With the changing conditions in regard to advertising appropriations have you published or can you give us reference to any material that would bear on the tendency of corporations to base advertising appropriations on percentage of gross sales or on an estimate of the amount of money that might be required for advertising in connection with merchandising and sales campaigns to accomplish a certain job or establish a definite position?

JEROME B. CHASE.

ON the day after this letter was received PRINTERS' INK published an article, "How to Determine the 1931 Advertising Appropriation," which was based on information gathered from more than fifty leading national advertisers. These replies indicated a definite trend away from a slavish following of the percentage-of-sales method of determining the advertising appropriation and an equally marked trend toward basing the size of the appropriation on the task to be performed.

We have long maintained that using percentages of sales as anything but a controlling factor was in most cases unwise policy. It may lead to too heavy expenditures at certain times and greatly inadequate expenditures at others. Inasmuch as a number of companies still cling to percentage-of-sales as the basic determining factor in naming the amount to be invested in advertising it will be well to point out that the most successful among these organizations lean strongly toward using the yardstick of expected sales rather than past year's sales. This practice, obviously, is just one step away from the task method of fixing the appropriation.—[Ed. PRINTERS' INK.

To Represent "B'nai B'rith Magazine"

The B'nai B'rith Magazine, Cincinnati, has appointed Rhodes and Leisner, publishers' representatives, Chicago, as its Middle Western advertising representatives.

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Why Are Capitals Joining the Unemployed?

EDMONTON, ALBERTA, DEC. 20, 1930.

Editor of **PRINTERS' INK**:

I occasionally notice advertisements, apparently prepared by professional copy writers (who are not illiterate) in which the type is all lower case; no upper case for either the beginning of sentences or for proper nouns.

This strikes me as ineffective. It is not so easily read as when proper use of upper case is made, does not catch the eye as readily, and to my mind is in no way attractive. What is the idea, anyway? Is there some idea behind the practice, or is it merely the attempt of someone barren of ideas, to get something different?

I occasionally come across copy written that way, in the course of my day's work; but it is always from some more or less illiterate country merchant, and I do not hesitate to edit liberally before sending it to the printer.

F. T. FISHER.

Peter van Dalen Heads Held Agency

Peter van Dalen has been elected president of the J. F. Held Advertising Company, Inc., Seattle, succeeding the late J. F. Held. Other officers are F. A. Held, vice-president; L. N. Ashley, secretary, and Asahel Curtis, Jr., production manager.

W. J. Deed Starts Own Business

William J. Deed, formerly sales and advertising manager of the Standard Motor Construction Company, Jersey City, N. J., has started his own business at 154 Nassau Street, New York, specializing in technical advertising and publicity.

Appointed by International Business Machines

L. S. Harrison has been appointed sales manager of the Time Recording Division of the International Business Machines Corporation, New York. R. A. Bush has been made assistant sales manager.

H. L. Jones with Kansas Insurance Concern

H. Lee Jones, for the last two years advertising manager of the Kansas Gas and Electric Company, Wichita, has been made assistant to the executive vice-president of the United Life Insurance Company, Salina, Kans.

Roger Williams Company Appoints O. J. Vogl

Oscar James Vogl has been appointed vice-president of the Roger Williams Company, Cleveland, producer of direct-mail advertising.

Ready!



\$4.00

postpaid,
297 pages, 6 x 9

COPY TECHNIQUE IN ADVERTISING

By Richard Surrey

Author of

Layout Technique in Advertising

READERS of Surrey's stimulating articles in *Printers' Ink* will welcome this new book. For in it he outlines his whole strategy of writing advertising copy "from the idea up."

First of all he gives you several hundred sources of copy ideas, systematically arranged for ready reference. Then he tells you just how to use them effectively in building advertising that will carry the load you set for it. Most important, he shows you, too, how to make your copy direct, human, convincing—from slogan to signature.

From searching out the most potent appeals for your product or service down to the turn of a phrase or twist of an idea to make your copy strike home to your reader, each step is fully, helpfully explained.

Word-weary advertising veterans and youngest copy-writer alike will find this book a well-spring of refreshing, thoroughly practical ideas.

Send for a Copy—On Approval.

—Examine FREE—

McGraw-Hill Book Co., Inc.

370 Seventh Ave., N. Y.

Send me Surrey's *Copy Technique in Advertising* for ten days' free examination. I will send \$1.00 or return the book in ten days.

Name

Home Address

City..... State.....

Position

Firm..... P. I. 1-31

Is Your Business in Good Voice ?

THE voice of the house ... that's a house organ. We prefer to call it a HOUSE MAGAZINE, because we can create for you a publication that is essentially a magazine, and at the same time carries your message in a colorful, pleasing manner, readable, full of tone and quality, convincing and attractive.

■ CARTER SERVICE is an organization of advertising men specializing in the creation, production and distribution of all forms of direct advertising ... including house magazines. If your house organ has grown hoarse and wheezy or if you contemplate a new one ... consult Carter Service.

CARTER SERVICE

INC.

393 Seventh Ave., New York
Telephone: LOngacre 5-7778

Select Jurors for 1930 Harvard Advertising Awards

APPOINTMENT has been made of the jury which will select the winners from among the entries submitted in the 1930 competition of the Harvard Advertising Awards. Four of the twelve jurors are national advertising executives, two are advertising agents, one is a retail advertising executive and two, as usual, are faculty members of the Harvard Business School.

Membership of the jury will be as follows:

John Bianchi, The Merrymount Press, Boston; Walter Buchen, president, The Buchen Company, advertising agency, and G. R. Schaeffer, advertising manager, Marshall Field & Company, both of Chicago; Bennett Chapple, vice-president, The American Rolling Mill Company, Middletown, Ohio; William A. Hart, director of advertising, E. I. du Pont de Nemours & Company, Wilmington, Del., and

J. C. McQuiston, advertising manager, Westinghouse Electric & Mfg. Company, East Pittsburgh, Pa.; Henry B. Quinan, art director, The Crowell Publishing Company, G. Lynn Sumner, president, The G. Lynn Sumner Company, advertising agency, and Paul B. West, advertising manager, National Carbon Company, Inc., all of New York; Roland S. Vaile, professor of marketing, University of Minnesota, and Neil H. Borden, associate professor of advertising, and Melvin T. Copeland, professor of marketing, both of the Harvard Business School.

The jury will meet in Cambridge the latter part of January to make its selections. The winners will be announced at a dinner which will be held in their honor at the Harvard Business School some time in February.

Honor S. E. Gunnison

Stanley E. Gunnison, president of the New York advertising agency which bears his name, has been elected to the board of trustees of Adelphi Academy, Brooklyn, N. Y.

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F. W. Harwood Joins Lennen & Mitchell

Frank W. Harwood, formerly vice-president of The American Cigar Company, and before that in charge of the advertising of the American Tobacco Company, of which he was a director, has joined Lennen & Mitchell, Inc., New York advertising agency as vice-president. More recently Mr. Harwood has been with Liberty, New York.

Annette's Perfect Cleanser to Cutajar & Provost

Annette's Perfect Cleanser Company, Boston, has appointed Cutajar & Provost, Inc., New York advertising agency, to direct the advertising of Annette's Perfect Cleanser, a fabric cleaner. Magazines, newspapers and business papers will be used.

Appoints Thyng Agency

The Rhodes Electric Hat Man, Inc., Seattle, maker of hat blocking, pressing and remodeling machinery for the cleaning and dyeing trade, has appointed the Thyng Advertising Agency, of that city, to direct an advertising campaign. Newspapers, business papers, and direct mail will be used.

To Advertise New Motor Oil

The Los Angeles office of the Botsford-Constantine Company, advertising agency, has been appointed to direct a campaign for the Gilmore Oil Company, of that city, on its new motor oil, Gilmore Lion Head. Newspaper and radio advertising will be used.

New Account for Elmer H. Doe Agency

The Louisville Drying Machinery Company, Louisville, Ky., has appointed the Elmer H. Doe Advertising Agency, of that city, to direct its advertising account.

To Direct Hixon-Peterson Sales

Karl P. Aschbacher has become sales manager of the Hixon-Peterson Lumber Company, with headquarters in Toledo and branches in Northwestern and South-eastern Michigan.

John Adams, Vice-President, "Building Investment"

John Adams, for a number of years with Building Investment, New York, has been elected vice-president of that publication.

Death of H. C. Brown

Howard Chester Brown, for ten years a member of the advertising department of the Birmingham, Ala., News, died recently. He was forty-one years of age.

**Just published—the
first directory of the
advertising profession!**

WHO'S WHO IN ADVERTISING 1931

Edited by John L. Rogers

This manual contains biographies of 5,000 leaders in advertising, with facts on appearances, personalities, hobbies, business connections, etc.

Invaluable for space, printing, art and other salesmen who want to know their man before they meet him; direct-mail men who want a 100% accurate list of advertising men; advertising agencies who want inside information on the accounts they solicit.

7¼" by 9¼". Price \$7.50.

FREE EXAMINATION COUPON

HARPER & BROTHERS,
49 E. 33rd St., New York, N. Y.

Please send me copies of

WHO'S WHO IN ADVERTISING—\$7.50

☐ I agree to remit \$..... within
ten days or to return book(s).

☐ Check is enclosed. ☐ Send C.O.D.

Name.....

Street.....

City and State.....

Business Connection.....

PL-1 (Please fill in)

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street. Gove Compton, Manager.

Atlanta Office: 87 Walton Street. Geo. M. Kohn, Manager.

St. Louis Office: 915 Olive Street. A. D. McKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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NEW YORK, JANUARY 8, 1931

Set Up an Advertising Reserve

In the general inventory of business policies that usually takes place at the beginning of a new year there is one subject that should be of great importance but which probably will be rather carefully neglected. That subject is a reserve fund for advertising.

The advertising director of a well-known company in the household furnishings field writes thus:

"We believe that the best way to assure an adequate advertising appropriation during a period of depression is to set up an advertising reserve during the years of good business. In other words, if the total advertising appropriation is not spent during a fiscal year this amount is put into a fund which can be called into use during a business depression to help support the appropriation."

The matter of advertising reserve has been discussed frequently in PRINTERS' INK, but never has its consideration seemed more timely than at the present. Coming out of 1930 with seriously reduced profits, a number of advertisers today find themselves seriously pinched to procure the advertising appropriations that they feel will be necessary for the business recovery which is not far distant. As was pointed out in an article in PRINTERS' INK last week, many advertisers are better equipped than ever before to administer their appropriations flexibly and effectively but the best policy in theory may fail before inexorable financial circumstances.

The depression is, we hope and believe, nearing its end. When things begin to boom again, business will be quick to forget much of its present difficulties. Plenty of money for advertising will be available and the idea of a reserve will seem extraneous. As a matter of fact, in a time like the present, advertisers should read in the book of experience and inaugurate at once policies that will take care of them when the next dip of the cycle takes place.

We recommend that during 1931 advertisers investigate the question of advertising insurance and consider seriously the inauguration of policies which will lead to the accumulation of funds to take care of business during future recessions. The idea is basically sound as has been proved by those companies that have been far-sighted enough to build up advertising reserves. Any delay in consideration of the subject is likely to hold the matter over into good business times when executives excusably shrink from thinking of subjects which hint in any way that good times will not be continuous.

More Selling Time for Salesmen

Because the salesman is out in the field, there is continually present in the home office a mischievous little spirit that urges the home office executives to use him as a listening

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posting frequently never has been more important. Commercially, seriously of advertising the advertiser that they the business far distant in an ink last are better to add ons flexible the best before instances, hope and When in, business much Plenty will be reserve a matter the present in the augurate like care of the

post. He is asked to report on this, that and the other thing, and the worse business becomes the more of this side-line work he is expected to do.

If a sales manager has selected his men properly he has a staff that does one thing supremely well—selling. Anything else that they may be asked to do, anything else that they may do of their own volition, takes them away from the one thing that they can do best of all.

We incline to the view that in many organizations salesmen are compelled to spend too much time in extraneous matters. They must send in all sorts of reports. They must help install window displays, bring their customers' mailing lists up to the minute—do this, do that, do the other thing.

We would not go so far as to say that all this ought to be done away with. We do contend though that it ought to be cut to the bone. Give the salesman more time for selling—then coach him in the most effective use of this time.

We have seen all sorts of estimates regarding the amount of time that salesmen spend actually in front of prospects and customers. The figures have ranged from less than an hour a day to two or three hours. Regardless of what it may be, in the case of an individual sales organization, the fact remains that increasing it by 10 per cent, 20 per cent or more is tantamount to increasing selling pressure by the same amount.

If we are correct in assuming that selling pressure is desirable these days, then concentrating on the problem of giving the salesmen more time for selling—and then showing them how to use it—is not the least resultful program sales management could adopt.

2. Handling unrelated or non-meat products.

3. Operating retail meat markets.

4. Handling fresh milk or cream for re-sale.

That, essentially, is the packers' consent decree. Each year since the decree was entered, the packers have had additional cause to regret their action. Finally, in 1929, they filed petitions seeking modifications of the decree. Their petitions were opposed by the Government.

According to John Lord O'Brian, assistant to the U. S. Attorney General, the Government was particularly opposed to the entrance of the packers into the retail field. According to Frank J. Hogan, chief counsel for the petitioning packers, their principal aim was to obtain permission to carry on a general foods business.

If this is the case, then both sides have won a victory in the decision handed down on January 5 by the Supreme Court of the District of Columbia. Justice Jennings Bailey, who wrote the 7,000-word opinion, denied the packers permission to engage in retailing. He did permit them, however, to manufacture, sell and wholesale so-called unrelated food lines in addition to meats. Other than that, all the pleas of the packers were denied.

In our opinion, if the packers honestly believe they have won a legal victory, it may prove exceedingly hollow. Although they are inclined to issue diplomatic denials, there is every logical reason to believe that the big thing the packers wanted to do was to open their own chains of retail stores. *With the chain stores doing meat packing, the packers want to do chain retailing.* The Court has ruled that they may not, and in doing so Justice Bailey declared:

"The control by the defendants of the great amount of interstate commerce in meats and other articles from the producer to the consumer would probably result in the almost complete annihilation of the independent retail grocery, already a minority in volume of business."

The Packers' Consent Decree Decision In 1920, the leading packers of the country agreed to refrain from the following four practices:

1. Holding capital stock in stockyards, terminal railroads and market journals.

sales- in the is consent in a little office opening

Whether the legal battle will be carried any further is undecided. Both sides claim they want more time in which to study the decision. In the meanwhile, with the packers entering the general food business, a merchandising picture that already looks like a cubistic puzzle will most likely be still further jumbled.

The Age of the Open Mind

Conditions far better than the overworked "fundamentally sound" conditions are now coming along in American industry. When a man of the standing of Alfred P. Sloan, Jr., president of General Motors Corporation, in his first talk over the radio in the General Motors' hour, has the courage to tell his listeners that many things were wrong last year but that there is a chance to make them better, a real service is performed. Particularly appropriate was his thought that an opportunity is now offered to re-value methods and policies, ways of thinking and to inject into the lives and actions of individuals and industries a sounder and more constructive method of conducting affairs.

Mr. Sloan offered a real suggestion when he said, "There never has been a time when the open mind and a willingness to face the facts will have as important an influence on the future of the individual or the institution as will occur during the next few years. Those individuals or institutions that recognize this fact and effectively capitalize it with courage and determination are the ones to whom will come the greater measure of success. There need be no end to our progress, and upon progress is built prosperity. Its limitation is our own viewpoint."

The year just ahead ushers in truly the age of the open mind. Minds must be open to facts, even to disagreeable facts. Minds of management must be open to receive new ideas both in management, industrial relation and in finance. The hard, cold facts of production, of potential demand, of profitable markets must be con-

sidered, weighed carefully and balanced.

Sales methods, management methods, advertising methods are now being taken out on the dissecting table for closer analysis and inspection. The open mind that is not afraid to meet facts and act in accordance with their significance is going to come to the top in management, and those industries that follow the lead of the open mind will jump quickly to the front in 1931, destined to be the year of recovery.

Merchandising Problems and the Stockholders

We have an idea that stockholders are going to receive longer and more interesting annual reports from their companies this year.

Many companies that are reporting a decrease in profits for 1930 are going to assure their shareholders that, as we suggested in the December 11, 1929, issue ("What Shall We Tell the Stockholders?"), the management is bending every effort toward overcoming the obstacles with which it is faced.

But, as usual, most of the reports will stress the "excellent cash position of your company" and point with pride to an increase in the surplus. And they will, for the most part, say nothing about merchandising activities.

Many companies, however, made changes in their merchandising policies, solved some of their toughest sales and advertising problems in 1930. And these changes and accomplishments are probably expected to play a large part in obtaining greater profits in 1931 and the years to come, although they are not reflected in the earnings for 1930.

It is here that management may find the material it seeks for reassuring news to stockholders.

To Be "Wood Products"

Wood Products will be the new name of *Wood Workers' Journal*, published monthly at Chicago. The change is effective with the issue of January 15.

Newell-Emmett Company

Incorporated

Advertising · Merchandising Counsel

40 EAST 34TH STREET

NEW YORK

FOUNDED in the belief that reputation would follow a concentration of effort in serving with extra thoroughness the individual requirements of a limited number of advertisers.

Ten busy years have justified that belief, while the gradual development of personnel is making possible a slowly increasing list of clients.

"NOT HOW MUCH, BUT HOW WELL"

Hold Conference on Roadside Advertising and Business

To further a spirit of harmony and co-operation between business and those who seek to protect roadside beauty in rural areas, a conference is being held at Washington on January 8. It is being attended by representatives of twenty-eight organizations, including the Outdoor Advertising Association of America, Advertising Federation of America, American Association of Advertising Agencies, Association of National Advertisers, National Association of Real Estate Boards, civic groups and associations whose members are engaged in roadside businesses.

The conference is to be under the chairmanship of George Wharton Pepper. It is to consider a study of all rural business enterprises, including wayside stands, gasoline stations, outdoor advertising and other forms of rural business, with the objective of drafting model legislation for recommendation to State governments and for such other purposes as might be deemed feasible of achievement. The study will center itself on the economics of highway development. It will concern itself with the changes which increased traffic has had on wayside marketing and the creation of new trading areas, to the end that business may be developed without marring scenic beauty.

"American Travel Agent's Magazine" Appointments

George I. Reid has been appointed advertising manager of the *American Travel Agent's Magazine*, New York. Harold H. Gallison, for fourteen years passenger traffic manager of the Grace Line, Inc., is now business manager of the publication.

Now Freeland, Bates & Lawrence, Inc.

Freeland, Wansker, Bates & Lawrence, Inc., Boston, industrial management, has changed its name to Freeland, Bates & Lawrence, Inc., following the resignation from the company of Harry A. Wansker.

Bick & Ostor Company Appoints Lasky Agency

The Bick & Ostor Company, Ltd., manufacturer of jewelry, has appointed the Lasky Advertising Service, Newark, N. J., advertising agency, to direct its advertising account. Business papers and direct mail will be used.

La France Rings to Simons-Michelson

The La France Jewelry Company, Buffalo, N. Y., has appointed the Simons-Michelson Company, Detroit advertising agency, to direct the advertising of La France rings.

L. H. Crawford, President, Wilson Brothers

Lindsay H. Crawford has been named president of Wilson Brothers, Chicago, manufacturers, importers and distributors of men's haberdashery. Mr. Crawford's appointment follows the retirement, due to ill health, of Oliver T. Wilson, who becomes chairman of the board. Mr. Crawford has been in business for himself at New York since resigning as vice-president and merchandising director of the W. T. Grant Company. For some years he was also with Sears, Roebuck & Company.

E. M. Skinner, former chairman of the board of the company, becomes vice-chairman. D. H. Steele, vice-president and director of sales, has been promoted to the position of general manager and first vice-president, in addition to retaining his sales and advertising directorship.

Land & Viehman, New Pittsburgh Advertising Business

C. J. Land and W. F. Viehman, Jr., formerly with Batten, Barton, Durstine & Osborn, Inc., at Pittsburgh, and prior to that with Bissell & Land, of that city, have formed an industrial advertising agency in Pittsburgh to be known as Land & Viehman. Offices of the new business are in the Plaza Building.

D. C. Mills Appointed by Hearst Magazines

D. C. Mills, for the last five years Detroit manager of *Cosmopolitan*, has been appointed automotive advertising manager of the Hearst consumer magazine group, with headquarters at Detroit. Before joining *Cosmopolitan* he was for seven years with the Crowell Publishing Company.

To Manage Consolidated Concrete Machinery Sales

D. R. Collins, formerly president of the Concrete Masonry Association, as well as of the Wisconsin Concrete Products Association, has been appointed sales manager of The Consolidated Concrete Machinery Corporation, Adrian, Mich., manufacturer of concrete products plant equipment.

H. E. Wade, Vice-President, Howland, Oliphant & McIntyre

Harry E. Wade, formerly an account executive with Howland, Oliphant & McIntyre, Inc., New York advertising agency, has been elected vice-president of that company.

Appoints Porter Corporation

The Marblehead Craft Shop, Marblehead, Mass., maker of Cryst-L-Placks, has appointed The Porter Corporation, Boston advertising agency, to direct its advertising account. Magazines and direct mail will be used.

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National Manufacturers to Study Negro Market

Following a series of conferences between leaders in the grocery manufacturing field and officers of the National Negro Business League, plans have been developed for an intensive study of the market represented by the 12,000,000 Negro population, with a view to trade concentration and stimulation among that group, and closer co-operation with outlets which serve thickly populated Negro sections.

This study will be conducted by the National Negro Business League with the co-operation of the National Association of Colored Women. The study will be made with an advisory committee which includes: Paul T. Cherington, research director, J. Walter Thompson Company; Robert F. Miller, executive vice-president, Associated Grocery Manufacturers of America, and George D. Olds, Jr., sales manager, The Hills Brothers Company.

Frank M. Surface, assistant director of the United States Department of Commerce, will also serve as consultant on survey plans and the general service to advertisers and manufacturers. The National Negro Business League has recently opened an office at 145 West 41st Street, New York, with Albon L. Holsey, executive secretary, in charge.

J. Walter Thompson's Estate, \$2,138,503

James Walter Thompson, who until 1916 was president of the advertising agency which bears his name, left a gross estate of \$2,300,299, and a net of \$2,138,503, according to a transfer tax report filed by New York State Deputy State Tax Commissioner Stephenson. Mr. Thompson died in 1928. The estate, which is shared equally by his widow, Mrs. Margaret R. Thompson, and his son, Walter Roosevelt Thompson, consisted principally of stocks and bonds.

C. W. Hunt Heads Federal Trade Commission

C. W. Hunt has been named chairman of the Federal Trade Commission, to serve for a period of one year in line with the commission's policy of rotating the chairmanship in order of commission member's seniority. He succeeds Garland S. Ferguson, Jr.

C. D. Barradale Leaves Mennen Company

C. D. Barradale has resigned as advertising manager of The Mennen Company, Newark, N. J., Mennen's shaving preparations, etc.

Appoints Redfield-Coupe

Allied Business Corporation Shares, Inc., New York, has placed its advertising account with Redfield-Coupe, Inc., New York advertising agency. Newspapers in the larger cities of the country will be used.

● Every Year

millions of dollars' worth of store equipment and supplies are used in department stores.

● Every Week

you can contact this great market in

● RETAILING

The Fairchild Weekly of Modern Methods of Distribution
8 EAST 13th STREET, NEW YORK

MAN WANTED

A magazine publisher's promotion department is looking for a real writer who is also a horse for work. Other qualifications:

1. College graduate, age 22 to 27.
2. Some definite knowledge of Advertising.
3. Able and willing to produce good copy and lots of it under pressure.

There is a real future in this job for the right man, but unless he can really write and unless he is a hard worker he would be foolish to apply for it. Please write (at not too great length) Box 42, Printers' Ink, regarding yourself and your experience. And send along a few samples of representative writing. The salary is somewhere between \$40 and \$80 a week, depending upon experience and ability. A definitely unusual opportunity.

WHAT IS VITAMIN

"Is salt food?" "What is in tomato juice?"
"Are cereals perfect foods?"

Here are several of the typical food questions that come to the Physical Culture Magazine. We did not invent this growing interest in nutritive value in foods—but we are meeting it authoritatively.

The Physical Culture Institute of Nutrition does more than present balanced menus and recipes. Its trained staff responds to the intelligent interest of its readers with carefully prepared scientific information on every phase of nutrition.

Physical Culture Magazine readers want to know how to prepare food tastily and attractively. They also want to know what food will do toward building health for them and their families.

The Physical Culture Institute of Nutrition has prepared a booklet on vitamins; we will gladly send you a copy; and if you haven't received a copy of our new booklet, "Living the Good Life," write to **Physical Culture Magazine,** 420 Lexington Avenue, New York City, for a copy.

PHYSICAL CULTURE
MORE THAN 300,000 FAMILIES *Live* BY IT



JANUARY MAGAZINES

VOLUME OF ADVERTISING IN MONTHLY MAGAZINES

(Exclusive of publishers' own advertising)

	Pages	Lines
The Spur (2 issues)	93	62,027
Town & Country (2 issues) 81	54,042	
House & Garden	60	38,229
Country Life	49	33,244
Arts & Decoration	46	30,786
Nation's Business	71	30,438
Vanity Fair	40	25,151
The Sportsman	39	24,735
Popular Mechanics	106	23,800
Forbes (2 Dec. issues)....	52	22,118
The Chicagoan (2 Dec. is.) 47	19,440	
American	41	17,672
House Beautiful	28	17,468
Woman's Work	40	17,367
American Home	27	17,160
Cosmopolitan	37	15,938
International Studio	23	15,326
Review of Reviews	35	14,863
Physical Culture	34	14,560
Theatre	22	13,983
Popular Science Monthly..	30	13,027
Country Club Magazine... 20	12,403	
Harpers Magazine	55	12,348
Normal Instructor	18	12,163
Forum	28	12,019
Radio News	28	11,954
Motion Picture	28	11,904
Mentor-World Traveler ... 17	11,686	
Magazine of Wall Street		
(2 Dec. issues)	27	11,369
True Detective Mysteries ..	26	11,123
Home & Field	18	11,063
Redbook	25	10,656
American Golfer	17	10,480
Golden Book	24	10,436
Better Homes & Gardens ..	23	10,336
Nomad	24	10,115
Science & Invention	23	9,966
Atlantic Monthly	40	8,879
Psychology	20	8,517
Motion Picture Classic ... 20	8,379	
Field & Stream	18	7,930
American Boy	11	7,797
Extension Magazine	11	7,552
Sunset	17	7,473
True Experiences	17	7,246
Film Fun	17	7,150
Screenland	16	6,921
National Sportsman	16	6,864
Dream World	16	6,805
Holiday	11	6,650
True Confessions	15	6,382
Young Men	15	6,375
Scribner's	28	6,297

Tighten Your Belt and Go To It!

If business is slack with you, tighten your belt and go to it. Go to it means go after business where it is, not where it isn't; go to it means find the organizations who have already tightened their belts and are, themselves, going to it.

The cure for slack business is to cease slacking. This is what FORBES has done and is doing.

Devoted to Business, Finance, Business of Life, FORBES is distinctive in its approach to the executive market. FORBES is taught and used as a guide on management, economics, finance and human relations by the business leaders of today and tomorrow.

Concentrate where concentration counts. Make use of selective circulation in concentrated areas of purchasing power. Reach the 80,000 decision makers who read FORBES. Tighten your belt and go to it!

Send for U. S. Commerce Dept.'s survey of preferred purchasing areas and FORBES circulation count in those areas.

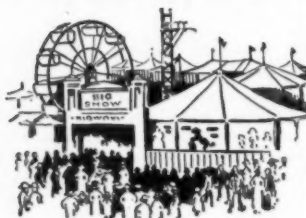
FORBES BUSINESS—FINANCE THE BUSINESS OF LIFE

B. C. Forbes, Editor

120 FIFTH AVENUE, N. Y.

Tribune Tower, Chicago ... General Motors Bldg., Detroit ... Blanchard-Nichols Coleman, Representatives, Atlanta, Los Angeles, San Francisco, Seattle.

"AMUSEMENT TOWN"



the outstanding MARKET OPPORTUNITY TODAY!

STEADILY through 1930's business depression the show world carried on, some branches exceeding the previous year's purchases by a considerable margin!

All seven divisions of this great industry today afford in consequence an outstanding market opportunity.

They have the **NEED** for your product and the money to buy it. And, as always, they'll be influenced in their selection by their 35-year-old buying guide, *The Billboard*.

Send for your copy of our recent survey of showfolks' buying preferences. No obligation.



The Billboard

25-27 Opera Place
Cincinnati

NEW YORK CITY
CHICAGO
PHILADELPHIA

ST. LOUIS
KANSAS CITY
SAN FRANCISCO

	Pages	Lines
Boys' Life	9	6,120
American Legion Monthly..	14	5,831
Elks Magazine	12	5,696
Picture Play	12	5,079
Screen Book	12	5,076
Scientific American	12	5,006
Hunting & Fishing	12	4,957
Outdoor Life & Recreation	11	4,600
Open Road for Boys	11	4,587
American Mercury	19	4,353
National Republic	10	4,205
Munsey Combination	18	4,032
Rotarian	9	3,772
Newsstand Group	15	3,460
American Forests	8	3,400
St. Nicholas	8	3,332
Model Airplane News and Junior Mechanics	7	3,141
Current History	14	3,105
The Scholastic (1 Dec. is.)	7	2,966
Asia	6	2,628
Nature Magazine	6	2,531
Blue Book	4	1,738
Bookman	8	1,680
Street & Smith Combination	5	1,176
†Formerly Association Men		

WOMEN'S MAGAZINES

	Pages	Lines
Vogue (2 issues)	99	62,446
Harper's Bazaar	80	53,830
Ladies' Home Journal	60	41,026
Good Housekeeping	76	32,585
Woman's Home Companion	46	31,025
McCall's	40	27,278
Delineator	34	23,390
Pictorial Review	31	20,740
True Story	32	13,915
Holland's	18	13,336
Junior League Magazine ..	31	13,220
People's Popular Monthly..	18	12,066
Photoplay	25	10,699
Farmer's Wife	15	10,456
The Parents' Magazine	23	9,969
Household Magazine	13	8,784
True Romances	19	8,055
Woman's World	10	6,787
Junior Home Magazine ...	8	5,535
Child Life	9	3,969
Needlecraft	6	3,824
American Girl	8	3,432
Messenger of Sacred Heart	9	1,960
John Martin's Book	3	1,104

CANADIAN MAGAZINES (December Issues)

	Pages	Lines
MacLean's (2 issues)	67	46,900
Mayfair	73	46,137
Can. Homes & Gardens. ..	63	39,862
Canadian Home Journal ..	51	35,504
Western Home Monthly ..	36	25,249

Pages	Lines
9	6,120
14	5,833
12	5,696
12	5,079
12	5,076
12	5,006
12	4,957
11	4,600
11	4,587
19	4,352
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18	4,032
9	3,772
15	3,460
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14	3,105
7	2,966
6	2,628
6	2,531
4	1,738
8	1,680
5	1,176
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	23,390
	20,740
	13,915
	13,336
	13,220
	12,066
	10,699
	10,456
	9,969
	8,784
	8,055
	6,787
	5,535
	3,969
	3,824
	3,432
	1,960
	1,104
Lines	
46,900	
46,137	
39,862	
35,504	
25,249	

BOSTON

The Berkeley Press
The Wood Clarke Press

BUFFALO

Axel E. Sahlin
Typographic Service, Inc.

CHICAGO

Bertsch & Cooper
J. M. Bundscho, Inc.
The Faithorn Corporation
Hayes-Lochner, Inc.
Harold A. Holmes, Inc.
Runkle-Thompson-Kovats
Co., Inc.

CLEVELAND

Skelly-Typesetting Co.

DENVER

The A. B. Hirschfeld Press

DETROIT

Geo. Willens & Co.

INDIANAPOLIS

The Typographic Service Co.

LOS ANGELES

Typographic Service Co.

NEW YORK CITY

Ad Service Co.
Advertising Agencies'
Service Co.
Advertising-Craftsmen,
Inc. (A-C)
The Advertype Co., Inc.
E. M. Diamant
Typographic Service
Frost Brothers
David Gildea & Co., Inc.
Heller-Edwards Typography, Inc.
Huxley House
Lee & Phillips, Inc.
Supreme Ad Service
Tri-Arts Printing Corp.
Typographic Service Co.
of N. Y., Inc.
Kurt H. Volk, Inc.
Woodrow Press, Inc.

PHILADELPHIA

Progressive Composition Co.
Kurt H. Volk, Inc.

ST. LOUIS

Warwick Typographers, Inc.

TORONTO

Swan Service

Let Us All Set Up Or Reset The Old Ideal...

Farseeing commentators say if business is to go forward, it must go straight back to where it started, namely, that it pays to be square, not slick. We are committed to "typography that sets up an ideal"—and we have tried to live up to every letter. During the forthcoming year we shall strive even more earnestly to give full value and fine service to the profession of advertising that has given us its confidence, its patronage and so many cherished friendships.

ADVERTISING TYPOGRAPHERS OF AMERICA

National Headquarters, 461 Eighth Avenue, New York



Typography That Sets Up An Ideal

	Pages	Lines
The Chatelaine	23	16,103
Rod & Gun in Canada.....	21	9,125

DECEMBER WEEKLIES

December 1-7	Pages	Lines
Saturday Evening Post.....	108	73,257
New Yorker	93	39,905
American Weekly	11	20,992
Collier's	30	20,575
Time	41	17,636
Literary Digest	29	13,018
Liberty	28	11,976
Life	18	7,539
Business Week	16	6,770
Christian Herald	10	6,637
The Nation	15	5,800

(Book Section Included)

Churchman	8	3,332
Judge	8	3,321
Outlook	3	1,367
New Republic	2	979

December 8-14	Pages	Lines
Saturday Evening Post.....	88	59,938
New Yorker	81	34,926
Collier's	39	26,196
American Weekly	11	21,474
Time	46	19,745
Literary Digest	26	11,666
Liberty	26	11,172
Business Week	13	5,741
Judge	9	3,749
Christian Herald	5	3,476
New Republic	8	3,371

(Book Section Included)

Churchman	7	3,035
The Nation	8	3,000
Life	5	2,291
Outlook	5	2,255

December 15-21	Pages	Lines
Saturday Evening Post.....	57	38,560
New Yorker	50	21,605
Collier's	29	19,589
Time	36	15,533
Literary Digest	19	8,597
Liberty	16	6,705
American Weekly	3	6,631
Business Week	12	5,090
Christian Herald	4	3,044
Churchman	6	2,727
Life	6	2,388
Judge	5	2,029
The Nation	5	1,900
New Republic	4	1,849
Outlook	4	1,556

December 22-28	Pages	Lines
Saturday Evening Post.....	27	18,214
New Yorker	27	11,410
Time	20	8,608
Collier's	12	8,262
American Weekly	4	7,203
Literary Digest	11	4,832

	Pages	Lines
Business Week	10	4,433
The Nation	5	1,850
Liberty	4	1,842
Christian Herald	2	1,330
Judge	3	1,326
Churchman	3	1,210
New Republic	3	1,008
Outlook	2	991
Life	1	446

December 29-31	Pages	Lines
Time	20	8,419
Business Week	9	3,780
The Nation	3	1,000
Outlook	2	681
New Republic	2	707

Totals for December	Pages	Lines
Saturday Evening Post.....	280	189,969
New Yorker	251	107,846
Collier's	110	74,622
Time	163	69,941
American Weekly	29	56,300
Literary Digest	85	38,113
Liberty	74	31,698
Business Week	60	25,823
Christian Herald	21	14,515
The Nation	36	13,550
Life	30	12,663
Judge	25	10,425
Churchman	24	10,304
New Republic	19	7,994
Outlook	16	6,850

RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS

	Pages	Lines
1. Vogue (2 issues)	99	62,446
2. The Spur (2 issues) ..	93	62,027
3. Town & Country (2 is.)	81	54,042
4. Harper's Bazaar	80	53,830
5. MacLean's (2 Dec. is.)	67	46,900
6. Mayfair (Dec.)	73	46,137
7. Ladies' Home Journal..	60	41,026
8. Can. Ho. & Gar. (Dec.)	63	39,862
9. House & Garden	60	38,229
10. Can. Ho. Jour. (Dec.)	51	35,504
11. Country Life	49	33,244
12. Good Housekeeping ...	76	32,585
13. Woman's Home Comp.	46	31,025
14. Arts & Decoration ..	46	30,786
15. Nation's Business	71	30,438
16. McCall's	40	27,278
17. West. Home Mo. (Dec.)	36	25,249
18. Vanity Fair	40	25,151
19. The Sportsman	39	24,735
20. Popular Mechanics	106	23,800
21. Delineator	34	23,390
22. Forbes (2 Dec. is.)...	52	22,118
23. Pictorial Review	31	20,740
24. Chicagoan (2 Dec. is.)	47	19,440
25. American	41	17,672

ges Lines
0 4,433
5 1,850
4 1,842
2 1,358
3 1,326
3 1,210
3 1,088
2 991
1 446
ges Lines
0 8,418
9 3,789
3 1,000
2 681
2 707
ges Lines
0 189,969
1 107,846
0 74,622
3 69,941
9 56,300
5 38,113
4 31,695
0 25,823
1 14,515
6 13,550
0 12,662
5 10,425
4 10,304
9 7,994
6 6,839

VERTIS-
ASSI-

ges Lines
9 62,446
8 62,027
1 54,042
5 53,830
4 46,900
6 46,137
1 41,026
9 39,862
8 38,229
3 35,504
3 33,244
2 32,585
1 31,025
0 30,786
3 30,438
2 27,278
5 25,249
1 25,151
4 24,735
3 23,800
3 23,390
2 22,118
0 20,740
9 19,440
7 17,672



15 Years of Printers' Ink at CHARLES BLUM ADVERTISING CORP.

"The bookcases in my private office contain bound copies of *Printers' Ink* for over fifteen years. We also have unbound numbers back to 1909.

"The plans and copy and research departments are the greatest users of these files. In quite a few cases we have found that when a certain policy is under consideration with a client, we can use with greatest effect the plan of actually laying the volumes before him with markers at the various articles which portray experiences of concerns under conditions similar to his own, and, emphasizing the conclusions reached in those articles.

"Advertising is by no means an exact science, but when personal experience is backed by printed 'case records' it is a long step in the right direction."

Charles Blum Advertising Corp.
Charles Blum, President

FOUR-YEAR RECORD OF JANUARY ADVERTISING

	1931	1930	1929	1928	Total
	Lines	Lines	Lines	Lines	Lines
Town & Country (2 issues)	54,042	78,400	76,887	66,301	275,630
House & Garden	38,229	60,773	60,912	65,185	225,099
MacLean's (2 Dec. issues)	46,900	48,697	48,443	51,317	195,357
Country Life	33,244	54,721	55,210	51,704	194,879
Arts & Decoration	30,786	44,688	44,184	42,210	161,868
Nation's Business	30,438	45,977	39,803	29,828	146,046
Forbes (2 Dec. issues)	22,118	41,096	42,778	32,661	138,653
Vanity Fair	25,151	36,045	36,376	37,568	135,140
Popular Mechanics	23,800	31,808	35,840	36,512	127,960
House Beautiful	17,468	31,837	35,103	32,735	117,143
Review of Reviews	14,863	130,459	136,863	15,855	98,000
World's Work	117,367	120,671	140,104	16,211	94,335
American Home	17,160	26,544	26,096	19,028	88,828
Popular Science Monthly	13,027	22,540	26,470	23,990	86,027
American	17,672	22,605	17,962	21,452	79,691
International Studio	15,326	22,704	21,056	19,833	78,919
Physical Culture	14,560	17,644	22,125	18,520	72,849
Cosmopolitan	15,938	18,972	18,681	18,449	72,040
Harpers Magazine	12,348	16,492	18,844	19,796	67,480
Theatre	13,983	13,492	13,430	14,148	55,053
Motion Picture	11,904	15,889	13,982	13,167	54,942
Redbook	10,656	12,883	14,205	16,438	54,182
Better Homes & Gardens	10,336	14,739	14,711	14,033	53,819
Atlantic Monthly	8,879	14,095	14,967	15,671	53,612
Science & Invention	9,966	12,417	15,795	13,799	51,977
True Detective Mysteries	11,123	12,020	12,683	12,439	48,265
Forum	112,019	114,157	113,702	6,048	45,922
Scribner's	6,297	10,216	12,383	14,026	42,922
Field & Stream	7,930	10,582	11,297	10,674	40,483
American Boy	7,797	8,969	10,985	9,947	37,698
Boys' Life	6,120	8,076	8,262	9,180	31,638
National Sportsman	6,864	7,121	8,308	8,215	30,508
Sunset	7,473	6,885	6,240	7,346	27,944
Outdoor Life & Recreation	4,600	5,227	7,316	8,103	25,246
Scientific American	5,006	6,069	5,611	8,379	25,065
American Mercury	4,352	5,222	7,712	6,805	24,091
Munsey Combination	4,032	4,480	3,584	3,510	15,606
St. Nicholas	3,332	2,038	1,502	2,469	9,341
Totals	613,106	857,250	900,412	813,552	3,184,320

*Smaller Page Size.

†Larger Page Size.

WOMEN'S MAGAZINES

	1931	1930	1929	1928	Total
Vogue (2 issues)	62,446	84,005	93,608	91,819	331,878
Harper's Bazaar	53,830	67,437	59,805	61,915	242,987
Ladies' Home Journal	41,026	65,836	53,661	58,959	219,482
Good Housekeeping	32,585	39,921	40,290	31,850	144,646
Woman's Home Companion	31,025	31,182	27,188	27,766	117,161
McCall's	27,278	24,730	24,607	25,416	102,031
Pictorial Review	20,740	20,686	24,396	29,765	95,587
Delineator	23,390	23,900	20,371	25,408	93,069
True Story	13,915	15,408	18,558	16,192	64,073
Photoplay	10,699	14,023	14,564	13,388	52,674
People's Popular Monthly	12,066	11,141	12,326	11,937	47,470
True Romances	8,055	11,278	11,742	12,099	43,174
The Parents' Magazine	9,969	8,323	9,014	7,448	34,759
Household Magazine	8,784	7,336	8,769	8,755	33,644
Woman's World	6,787	5,914	8,065	9,857	30,623
Needlecraft	3,824	5,741	5,011	4,930	19,506
American Girl	3,432	5,468	5,357	4,591	18,848
Totals	369,851	442,329	437,332	442,095	1,691,607

*Smaller Page Size.

WEEKLIES (4 December Issues)

	1931	1930	1929	1928	Total
Saturday Evening Post	189,969	249,533	126,030	127,746	972,278
New Yorker	107,846	131,064	114,627	115,369	508,906
Collier's	74,622	69,401	57,980	153,181	255,184
Liberty	31,695	34,557	178,060	189,768	234,080
Time	169,941	174,180	150,762	127,920	222,803
Literary Digest	38,113	50,972	162,750	157,613	209,448
American Weekly	56,300	158,614	163,485	127,019	205,411
Life	12,662	22,701	27,456	129,728	92,547
Christian Herald	14,515	15,847	115,610	116,254	62,226
Outlook	16,850	7,423	11,442	11,036	36,751
Totals	602,513	714,292	780,202	708,634	2,805,641

*Smaller Page Size.

†Five Issues.

Grand Totals

ING

Total
Lines
275,63
225,09
195,35
194,87
161,86
146,04
138,65
135,14
127,96
117,14
98,04
94,35
88,82
86,02
79,69
78,91
72,84
72,04
67,48
55,05
54,94
54,18
53,81
53,61
51,97
48,26
45,93
42,92
40,48
37,69
31,63
30,50
27,94
25,24
25,06
24,09
15,60
9,34

3,184,33

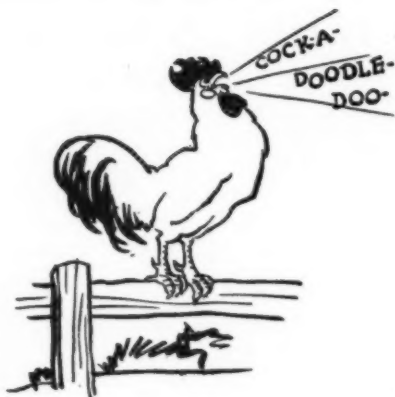
331,87
242,98
219,48
144,64
117,16
102,03
95,58
93,06
64,07
52,67
47,47
43,17
34,79
33,64
30,62
19,50
18,84

1,691,60

978,27
508,90
255,18
234,08
222,80
209,44
205,41
92,54
62,23
36,73

2,805,64

7,681,56



Cock-a-Doodle-Doo!

THE year 1929 was the greatest in volume of advertising revenue in the history of The American Weekly.

The year 1930 exceeded the year 1929 in volume of advertising revenue—and becomes the record year in American Weekly history.

THE AMERICAN
Greatest Circulation in the World
WEEKLY

Main Office: 959 Eighth Avenue, New York City

Branch Offices: PALMOLIVE BLDG., CHICAGO 5 WINTHROP SQUARE, BOSTON
61 BONNIE BRAE, LOS ANGELES 222 MONADNOCK BLDG., SAN FRANCISCO
2,805,64 350 GENERAL MOTORS BLDG., DETROIT 1138 HANNA BLDG., CLEVELAND
MARIETTA ST., ATLANTA INTERNATIONAL OFFICE BLDG., ST. LOUIS

The Little Schoolmaster' Classroom

SOME time ago PRINTERS' INK told the story of the Cracker Jack Air Corps. The corps is made up of children who first get their wings by sending in two sailor-boy heads from a Cracker Jack package and later are able to procure model airplanes by sending in more heads.

Recently the Schoolmaster was shown statistics concerning the membership in the corps. To date more than 300,000 children have sent for their wings while nearly 200,000 model airplanes have been presented to members of the corps. According to the company more than 4,000,000 sailor-boy heads have been received. When it is considered that each head represents the expenditure of a nickel the success of the air corps idea becomes apparent.

The Schoolmaster is tempted again to ride one of his favorite hobbies—that of his belief in the tremendous value of advertising that appeals to children. He has little patience with those advertisers who are afraid that samples of their merchandise will get into the hands of boys and girls and thus be wasted. Any manufacturer who can get the children solidly behind his product doesn't have to worry much about the future of his sales curve.

* * *

Continuing on the subject of juvenile advertising, a member of the Class writes a letter recalling a booklet distributed in 1910 or thereabouts, advertising a baking powder. The booklet was prepared for children and ranked along with Mother Goose in the juvenile library of this Class member. It was whimsically illustrated and carried a story in verse that so impressed her childish fancy that she still finds snatches of the verse running through her head.

Perhaps the Schoolmaster will be forgiven for quoting bits of the verse that the Class member so easily recalls. The story begins:

"Waffles, my cat," said Sally Lunn,
"Let's have a party, 'twill be such fun!
"We'll invite all the neighbors from far and near
"And Cousin Flapjack will be sure to be here!"

Mother Lunn objected, the story goes on, but Sally enlisted the support of the cook, who made use of a magic baking powder that brought about unparalleled cooking triumphs.

They had muffins so light they lit the hall
And rolls that answered the roll call.
They had gems that shone with a wondrous ray
And an angel cake that flew away.

The Class member whose memory has retained this bit of juvenile advertising has asked the Schoolmaster to supply the missing verses or, if possible, to trace the booklet, but the Schoolmaster, regrettably, has been unable to do so. Perhaps some other member of the Class will remember this bit of verse from his childhood and be able to give the desired information.

* * *

A few months ago, the Schoolmaster directed the attention of the Class to the growing use of cotton cloth for business letterheads.

Since then, the idea has been applied in other ways. Today, the Schoolmaster received in the mail a menu, printed on cotton cloth.

The menu is issued by the dining car service of the Southern Railway System. It is a four-page folder, done in two colors. "The cotton cloth on which this menu is printed," the last page informs the diner, "is one of the many products of the textile industry served by the Southern Railway System."

In his comments concerning the use of cotton cloth for business letterheads, the Schoolmaster declared that, in his opinion, the examples he had examined were not particularly fine specimens of the printing art. He had a notion that

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TWO



Gentlemen Prefer Bonds

HABITS are strong.

For example, the morning mail arrives. We run thru it. Separate letters from the "circulars" and give letters our first and more important consideration. We unconsciously regard typed messages on bond paper as letters and coated stock as circulars. That's the result of custom . . . habit.

This has, or should have, much to do with the kind of paper we select for our illustrated sales letters. You cannot risk having the sales letter regarded as a circular! Nor is there any danger of that if you select TWO-TEXT—a fine bond sheet that is coated on only one side.

For the typewritten part, it has the "feel" and "looks" that insure it the preferred treatment which letters are accorded.

For the inside of your four-page letter, TWO-TEXT provides a velvety surface of White, Dawn, Dusk, Dune and Dale on which fine screen halftones print perfectly.

At a cost of two cents, you mail letter and printed description all together for immediate action or ready reference. They will close many a sale before the slower traveling catalog gets under way. Standard Paper Manufacturing Company, Richmond, Va.

TWO-TEXT ILLUSTRATED LETTER PAPER

FULL SPEED AHEAD

FOR 1931

with this **PILOT**
at the **CONTROLS**

As General Manager of a retail chain clothing organization, the writer is responsible for the greatest net **PROFIT** in the history of his firm during 1930 A. C. (after crash).

When he took the "stick" the craft was headed for a nose dive . . . successfully "SOLOED" back to terra firma . . . the envy of all competitors in the race.

By intelligent research determined proper methods of merchandising . . . reduced overhead and inventory . . . increased turnover . . . decided advertising policy . . . infused men with "Do or Die" spirit . . . and opened eleven new stores during the (terribly depressing?) year.

The job's too soft now. He's no swivel chair executive . . . so he's looking for the toughest assignment of his career. Some financially responsible manufacturer (mercantile preferably), chain organization, department store or advertising agency . . . that can use a style-wise, advertising-minded,

RETAIL MERCHANDISING COUNSELLOR,

should avail themselves of this man's services after Feb. 1st.

Twenty-nine years young, Canadian-American Jew, Post Graduate of the College of Hard Knocks, happily married, (one fresh heir of 4 years). Brimful of infectious enthusiasm, he will prove that hard times are only a myth to a progressive organization willing to exchange \$13,000 annually for the best years of his life.

"Z," Box 255
Printers' Ink

this was due to limitations imposed by the cotton cloth.

However, this Southern Railways menu is so excellently well done, from the printing standpoint, that it most effectively removes any doubt on this score. The print is sharp and clear; the color strong and evenly distributed.

* * *

The Schoolmaster reads in the December issue of "The Lyon Standard," house magazine of Lyon Metal Products, Inc., that a manufacturer recently queried jobbers' sales managers concerning their attitude toward contests planned by manufacturers for the purpose of getting more co-operation from jobbers' salesmen.

The majority of the sales managers who replied were of the opinion that their men had been through too many of these affairs to become considerably excited about them. Only one said that he would not permit such contests. The others all admitted that these contests were now running in their organizations.

* * *

Of most interest to manufacturers, however, are these two facts: One, the sales managers reported that only half their men took a manufacturer's contest seriously; two, sales promptly slumped after the contest was over.

One jobber sales manager wrote: "Prize contests run by manufacturers among jobbers' salesmen, whether the premiums are cash or merchandise, have been worked to death. We use them only because our competitors do. We look forward with pleasure to the time when all manufacturers discontinue the practice."

Of course the Class must remember that while these experiences and opinions may be typical of jobbers' sales managers in one industry, they may not be typical in other industries. However, there is little doubt that for a manufacturer to hold a successful contest among his jobbers' salesmen considerable ingenuity and careful planning are necessary. The general idea may have a certain

AUTHORITIES Always Select Continental Lithography

15 out of 64

• • Posters judged
by the Advertising
Council of Chicago
as the best of 1930
were lithographed

• • by the • •

**CONTINENTAL
LITHO. CORP.**

Men who know the
• • TRUTH • •
IN REPRODUCTION
always select
**CONTINENTAL
LITHOGRAPHY**



This exhibition was held in Chicago
Civic Opera Bldg., October 12th to 18th
Thirteen companies were represented.
Almost 25% of the exhibited
posters were made by Continental.
Nearest competitor had nine.

amount of merit but because so many of these contests are hastily drawn up and carelessly carried through, the expense they involve might better be spent, very often, in other promotional activities.

The Schoolmaster has a bundle of messages for 1931, only one of which occurs to him at the moment.

The prospect and the salesman have got to get together to save each other's time. The prospect owes the salesman a courteous hearing, the salesman owes the prospect brevity, ideas and above all conciseness of message.

With days containing no more hours than was the case in easier times, it is harder for the prospect, with more work of his own to do than ever before, to find the time to see every salesman who calls. Yet every salesman is entitled to a hearing. He is the man who starts the factory wheels turning.

Every prospect is a prospect because some salesman is selling merchandise. He must never forget that fact.

Neither must the salesman forget that he is one of many with a claim on the prospect's time.

The Schoolmaster believes that a consideration of this two-sided obligation is a good new year's idea.

Randolph Branner, advertising manager of The Seng Company, in summing up his views on this subject in a recent issue of the "Red Barrel," house magazine of the Coca-Cola Company, says it better than the Schoolmaster can as follows:

Salesmen should bring ideas with them to prospects; they should concern themselves with the resale or the use of the products they sell, and pass on thoughts along those lines which will make their goods doubly desirable to the prospect. Prospects should regard the other fellow's salesmen as their own in the matter of courteous treatment, a fair hearing, and the saving of their time. With both sides thus working together, the rest is easy.

* * *

When the National Casket Company, Inc., more than a year ago printed its booklet, "Funeral Facts That Everyone Should Know," it

AN OPPORTUNITY

for a man controlling at least \$50,000 worth of
PRINTING OR DIRECT MAIL BUSINESS

AN UNUSUAL OPPORTUNITY is offered to a man with the qualifications to fit into the following organization:

A modern and well-equipped printing plant—reputed to be one of the finest in New York; a complete service department for the creation of sales promotion and direct advertising plans, including copy and art; an enviable record of achievement in the printed advertising field. We are so organized that we can and do efficiently serve the smallest as well as the largest manufacturers and advertising agencies. We prepare and print complete campaigns and individual pieces; or function solely as printers on a price competition basis—adapting ourselves to the conditions of each customer or prospect.

We are looking for a man with printing or direct mail contacts who controls a minimum of \$50,000 worth of business. To the right individual we offer the facilities described above and a generous working agreement. Write, giving complete history and details of previous connections to Box 20, Printers' Ink.

(Our staff has been informed of the insertion of this ad.)

The Long Jump

SEEN in the dining room of the Atlanta Biltmore, the busy space salesman was hurrying his lunch.

He had a long jump to New Orleans to make, then all the way back to Nashville for one call on his way home to New York with a stop off at Camden.

There were two manufacturers to see in New Orleans, one in Nashville and two in Camden.

In New Orleans one of his prospects had gone hunting, in all of the other plants he was able to see one man for a short time each.

He was talking about the long jump; its gamble, the big expense for carfare and hotel bills, how he had tried to keep the memory of his occasional calls alive between trips.

Letters and sometimes a 'phone call.

This man and his selling companions are going to be given the assistance of a continuous and consistent campaign in *PRINTERS' INK which makes the long jump each week to every place where there is money spent in advertising.*

The campaign is to start just as soon as the boss can figure out a copy angle.

That ought to be easy. Let each salesman sell the publication to a dictating machine and turn the records over to a copy writer.

A selling campaign in *PRINTERS' INK always cuts the costs of the long jumps*, keeps the publication before the attention of the buyers—all of them—when the salesman is somewhere else.

PRINTERS' INK PUBLICATIONS

Wanted

A Hard Sales management Job

FIFTEEN years of varied sales and sales management experience have given this man a broad and uncommonly sound knowledge of marketing methods.

In apprenticeship days his personal sales record was an unusual one. As salesmanager for nationally known concerns in several fields he has instituted policies and administrations that have consistently sent the sales graph to new high levels.

Agency experience makes him additionally valuable to some manufacturer. (He has no agency affiliation, however.)

He is 34. American. Gentile. Protestant. University trained. He is available now.

He wants an opportunity, based on the results he achieves, to earn better than ten thousand a year.

Address "A," Box 256
Printers' Ink

What's the weakest link

in your sales promotion?—Booklets?—
Folders?—Sales Letters?

Make yourself answer that question, and
then put it up to

ASSOCIATED WRITERS

to remedy the weak spot.

51 Madison Avenue Caledonia 5-3244

HOUSE-TO-HOUSE SELLING

We are increasing sales and profits for a score of the most successful firms in America selling through agents. For full information, without obligation, write or call Direct Selling Headquarters,

THE MARX-FLARSHEIM CO.
831 Enquirer Bldg., Cincinnati. O.

TORONTO
HAMILTON
HALIFAX
MONTREAL
LONDON, Eng.

"GIBBONS KNOWS CANADA"

J. J. GIBBONS Limited

CANADIAN ADVERTISING AGENTS

WINNIPEG
REGINA
CALGARY
EDMONTON
VICTORIA
VANCOUVER

was frank in admitting that it did not expect a heavy demand for the booklet, which deals with the one subject that the average man wants to keep out of his mind until grim necessity brings it before him. In its advertising, however, the company offered copies of the booklet largely with the idea that this offer would increase the booklet's prestige among funeral directors.

A recent issue of "The National Message," the company's house magazine, notes the surprising fact that to date more than 250,000 copies of the booklet have been distributed. One advertisement in particular has been unusually successful in creating consumer inquiries—so successful, in fact, that the company is publishing it again currently.

Ketterlinus Litho. Mfg. Adds to Staff

Earl Schack, formerly copy chief and production manager of Sheridan, Shahan & Sheridan, Inc., New York advertising agency, has joined the creative department of the sales extension division of Ketterlinus Litho. Mfg. Company, New York.

Edward W. Miller, formerly with the American Lithographic Company and Stephens, Kindred & Company, Inc., has joined the Ketterlinus Litho. Mfg. Company as a sales representative.

New Account for Emery Agency

Morris & Company, Baltimore, manufacturers of "Paul Jones" Middy Blouses, nurses' uniforms and uniform dresses, have placed their advertising account with the Emery Advertising Company, Baltimore.

In the True Story advertisement in Printers' Ink for October 16th, the following data was inadvertently omitted:

The Parents Magazine October

1929..33 pages	1930..46 pages	Gain..13 pages
American Girl		
October		
1929..16 pages	1930..17 pages	Gain..1 page

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Advertising Group First in Chicago Relief Drive

The advertising and publishing division of the Cook County Emergency Relief Campaign has moved up to first place in the list of twenty-six trade divisions which are engaged in raising a \$5,000,000 unemployment fund. At the end of last week, this division, which is headed by Walter A. Strong, publisher of the *Chicago Daily News*, had subscribed 172 per cent of its quota, with contributions totaling \$86,064. An intensive drive is being staged this week which is expected to add materially to this sum.

Death of W. J. Arkell

William J. Arkell, formerly president of the Judge Publishing Company, New York, which was founded by his father, the late State Senator W. J. Arkell, died last week at Los Angeles at the age of seventy. He had also been publisher of *Leslie's Weekly* and *Demarest's Magazine*, having disposed of his magazine interests over twenty-five years ago. Later he founded the G. Washington Coffee Company, of which he also disposed. Among those who survive him is a brother, Bartlett Arkell, president of the Beech-Nut Packing Company.

A. G. Bean Continues to Head Bishop & Babcock

Ashton G. Bean continues to head, as president, The Bishop & Babcock Sales Company, Cleveland. In giving the news in a recent issue of Mr. Bean's election as president of the White Motor Company, of that city, it was inadvertently stated that Mr. Bean was formerly president of The Bishop & Babcock Sales organization, which he will continue to head in addition to his election to the White company.

James Zobian Joins Einson-Freeman

James Zobian, for four years a special representative of the division of retail merchandising and display services of the United Business Publishers, Inc., and for ten years director of advertising and sales promotion of Philip Morris & Company, Ltd., New York and Montreal, has joined the Einson-Freeman Company, New York, window displays, as a sales representative.

T. K. Quinn, Vice-President, General Electric

T. K. Quinn, former manager of the refrigeration department of the General Electric Company, with headquarters in Cleveland, has been elected vice-president and named chairman of the company's home appliance sales committee. P. B. Zimmerman, sales manager of the electric refrigeration department, succeeds Mr. Quinn as manager.

YOUNG WOMAN COPYWRITER

What **COSMETIC** accounts have you written?

What experience have you had on **FOOD** accounts?

To a young woman experienced in the above fields, our business—a 4A New York agency—offers an unusual opportunity.

If you feel your present circumstances limit your talents, write us, giving full particulars, including age, background, experience, accounts on which you have written complete campaigns and the salary you wish.

Gentile only. Our staff knows of this advertisement.

Address "J," Box 257
Printers' Ink

AMBITIOUS COPYWRITER

4-A Agency in New York has opening for copywriter.

We prefer to find an ambitious young man, preferably one who has had some Radio, Footwear, Textile experience.

If you are interested in a real opportunity with a live, growing wide-awake agency, please write us, telling age, experience and accounts you have written.

Also state salary you would be willing to begin with if we can prove exceptional opportunities for advancement.

Address "L," Box 258
Printers' Ink

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Small, Recognized Chicago Agency offers an interest to an ambitious young man of good standing and ability to secure new business. Box 374, Printers' Ink, Chicago office.

ARTIST

Agency space available for young lady. No rental charge. Merely to answer telephone when there is no one in office. Box 381, Printers' Ink.

EDIPHONE—practically new, complete outfit . . . Dictating machine, Reproducing machine, Record shaving machine and six records. Cost \$500. Will sell for half price. Box 367, Printers' Ink.

WANTED: To purchase roughing or embossing machine to be used for pebbling a sheet 15 inches wide.

The American Paper Products Company
East Liverpool, Ohio

Wanted—Active and industrious Eastern representative for leading monthly publication in the medical field. When writing, state age, experience and references. Clinical Medicine and Surgery, North Chicago, Illinois.

FLORIDA

If you will be unable to visit this season—let me handle your commercial or private affairs. Business surveys, personal investigations, confidential reports. Thoroughly conversant with entire state. Box 360, P. I.

REPRESENTATIVE for forty-eight official Clubwomen's Magazines for the Pacific Coast, Southern, and New England territories, also Canada. Total circulation over one million. Can be sold singly or as a group. Straight commission. Box 376, Printers' Ink.

WANTED: PRESS WORK

Bargain circulars, 17½x22½, News Print Broad-sides 22½x35, high-speed Duplex rotary press work—one or two colors and black, Job printing. Capacity of several million a week. Foster & McDonnell, 728 W. 65th St, Chicago, Illinois.

I Have a file of letters which have been used successfully for the past five years. These letters are designed to keep old customers and get inquiries and orders from new customers. The returns on some of these letters that invited inquiries ran as high as 20%. They can be easily adapted to your line of business with the same degree of success as I have had. They are open for your personal inspection. The cost is very moderate. Box 369, Printers' Ink.

EMPLOYMENT SERVICES

● How To Climb the Ladder ●

Confidentially consult **Walter A. Lowen**, formerly with "C & H" and other 4A's. Attractive opportunities listed daily for experienced agency personnel. Positions advertised under box numbers are also frequently listed with us. Register Free, 9-2 P.M. Vocational Bureau, Inc., 109 W. 40th St., N. Y. C., PEnna. 6-5389.

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. **INDIVIDUAL. CONFIDENTIAL.** Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

EXECUTIVES—CRAFTSMEN—JUNIORS—SECRETARIES—CLERICAL

Muncy Placement Service

280 Madison Avenue, New York City
Caledonia 5-2611

Elizabeth Muncy for 10 years in charge of employment bureau of AAAA.

HELP WANTED

Live Advertisement Solicitor (individual or firm) to develop important British trade journal in America. Excellent scope and good terms offered. Write fully. Box 365, Printers' Ink.

TYPOGRAPHIC SALESMEN

We are willing to make suitable terms to the man who is doing \$40,000 business a year. Write fully. Box 370, P. I.

WANTED—Advertising Representative for the "Independent Woman" magazine. Rate, \$275. Circulation, 56,000 A.B.C. to business women exclusively. Commission basis, 20%. Phone for appointment. C.O.lumbus 5-3934, Mrs. Stewart.

WANTED—Advertising manager for a group of magazines. One who can analyze the advertising possibilities of each magazine and present such an analysis effectively to advertisers. This job requires a man possessing selling ability and enthusiasm and capable of organizing and directing an advertising department efficiently. State age, experience, and salary. All replies will be treated confidentially. Box 366, Printers' Ink.

Advertising Executive—Attractive opportunity on nationally known publication for aggressive man with thorough knowledge of advertising salesmanship. Executive ability and seasoned judgment important. Write, giving full details, experience, salary, etc. Box 380, P. I.

Advertising Executive with specific record and experience in Bread bakery field, none other need apply. Give complete history of experience, with names, dates, places, accomplishments. Enclose photo, salary, when available. Letters without above data disregarded. Box 363, P. I.

SALESMAN wanted by a first class Printing Concern in business over twenty years. A wonderful opportunity for a live wire Salesman to connect with a house of reputation. Must have active accounts, otherwise need not apply. State full particulars and salary expected. Box 379, Printers' Ink.

A Southwestern Agency is in need of young man who has had experience in space buying, and production; also copy work, preferably the former. Agency is recognized and well established. A wonderful opportunity. Reasonable salary to start with, a REAL chance for steady advancement and executive position. Rather a big man in a medium-sized agency than a little man in a big one. Box 368, P. I.

SALESMEN, JUNIORS

with poise and character. Opportunity to become associated with National Organization; rapidly becoming leader in its field.

Call on management industrial plants and offices with patented labor-saver; permanent and positive repeat proposition. Opportunity to advance to Field Manager.

Liberal commissions paid weekly, also bonus.

We solicit replies only from highest type hard-working young men who are looking to get somewhere in the business world.

State in confidence references, territory desired, when ready to start.

Markwell Corp., 200 Hudson St., N. Y.

MARKET SURVEYS PART TIME INTERVIEWING

We wish to supplement our force of travelling investigators with staff of resident interviewers to assist us in making market surveys and investigations. We invite applications from qualified persons in cities over 25,000 population throughout the U. S. (Greater New York excluded.) Compensation on per diem basis. Applicants having experience in survey work and familiar with building material field preferred. Write letter giving detailed information about your qualifications for this kind of work.

WELLS & ROGERS, INC.
MARKET RESEARCH

40 East 49th Street, New York, N. Y.

SALES EXECUTIVE—Prominent manufacturer of nationally advertised line canned foods requires the services of high grade experienced sales manager. Only applications from experienced men with successful records will be considered. State age, nationality, ten year service record, salary expected. Answers will be held confidential. Box 364, P. I.

POSITIONS WANTED

YOUNG MAN with creative ability as figure artist—especially line—lettering and layout, wants position. Does flat color stuff, too. Samples on request. Box 371, Printers' Ink.

ARTIST—10 years' experience Advertising. Layouts, Lettering—wishes part-time position, 9 to 12 o'clock daily, with agency or creative printer. Box 361, Printers' Ink.

SPACE SALESMAN with background of merchandising and marketing experience, that sells intelligently because he knows the markets of the United States from years of personal contact: that has sold National Publications and a list of recognized Newspapers, wants to connect with Publisher or organization of Newspaper Representatives. Family man age 37 best credentials. Any territory. Box 378, P. I.

ADV. REPRESENTATIVE—14 years' all-around experience in New England on trade papers and adv. specialty field. Desires permanent opportunity anywhere. Write Box 372, Printers' Ink.

WRITER—Young woman with excellent experience in fashions, beauty; syndicated newspaper features; signed articles in leading magazines, wants advertising, publicity or editorial connection. Box 362, P. I.

Young Man—10 years' newspaper experience, advertising, editorial. Can write, sell, create ideas; knows copy, news, publicity. Position with agency, publisher, or industrial concern. Box 375, P. I.

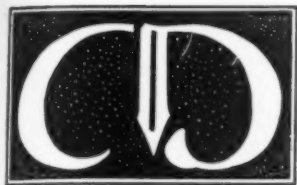
Advertising Man—Sales Promotion—Past 5 years Macfadden Publications; experienced direct-mail and retail advertising; copy, ideas, sales organization; A-1 Correspondent; available at once. Box 373, Printers' Ink.

WANTED A SALESMANAGER that can use this experience. Retail, wholesale and specialty selling. All departments of newspaper. Specializing as Merchandising and National Advertising Mgr., two recognized newspapers. Special Representative Newspapers and National Publications traveling 14 Southern States. A student of Marketing knows major markets of United States from personal contact. Can secure maximum cooperation from Publishers and Dealers because understands their problems. 5 years' experience N. Y. City, 2 years Calif., 5 years in South. Record proves executive and sales ability Age 37, married, 4 children. Will travel. Make Headquarters anywhere. Box 377, Printers' Ink.

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How We Work

- 1** Agency service is rendered by owner-principals who establish and maintain permanent contacts with your problems.
- 2** These principals have broad business and management experience as well as thoroughly professional marketing and advertising experience.
- 3** On major problems, group judgment of the principals and senior executives is always assured.
- 4** Complete, balanced marketing plans are developed, based on accurate analysis.
- 5** Central copy theme must be distinctive—and rendered in a distinguished manner.
- 6** Unlimited will to serve is coupled with resourcefulness in meeting new marketing problems of the present day.
- 7** Independent and unbiased judgment—no “yessing.”
- 8** Financial stability; complete, departmentalized facilities; methods of compensation that are professional.

Carroll Dean Murphy, Inc.

Advertising

New York

CHICAGO

Louisville

A general advertising agency in which seasoned owners-principals render a thoroughly professional service.

WOMEN'S
CLOTHING
ADVERTISERS
during 1930 placed

HALF A MILLION
MORE

lines of advertising in the Chi-
cago Tribune than in any other
Chicago newspaper.

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER
